

STATE OF WISCONSIN  
Department of Health and Family Services  
Division of Disability and Elderly Services  
317 Knutson Drive  
Madison, WI 53704

# ANNUAL REPORT

## July 1, 2003 - June 30, 2004



CENTRAL WISCONSIN CENTER



# Central Wisconsin Center

## **VISION STATEMENT**

*People Caring for People---We support people with developmental disabilities to achieve their full potential by enhancing human development, health, environment and quality of life.*

## **MISSION STATEMENT**

*Central Wisconsin Center, as a resource center of excellence for citizens with developmental disabilities, provides state-of-the-art services in outreach, education, assessment, short-term admissions, and residential services.*

## **CORE VALUES**

of Central Wisconsin Center

### **Person-Centered**

A person-centered philosophy guides our approach to treatment and support strategies. We maximize individual potential by our focus on human development, health, environment, and quality of life.

### **Respect and Dignity**

We believe that all people are of equal human value. We believe that each person is unique in talents and abilities. We believe that everyone deserves quality service. We celebrate the diversity of the people who live and work at CWC.

### **Dedication**

We are responsive to our customers, passionate in our advocacy, principled in our approach, and responsible in our actions.

### **Excellence**

We strive for excellence and seek continuing improvement in all we do.

### **Collaboration and Partnership**

We promote inclusion and participation in a team-focused environment. Together, we seek creative approaches to common issues.

### **Community**

We are a learning community devoted to increasing knowledge of best practices. We achieve success when sharing and integrating this knowledge into the broader community.

### **Safety**

We are committed to the safety of the people who live and work at CWC.



**DIVISION OF DISABILITY AND ELDER SERVICES**

CENTRAL WISCONSIN CENTER  
FOR THE DEVELOPMENTALLY DISABLED  
317 KNUTSON DRIVE  
MADISON WI 53704-1197

Telephone: 608-301-9200  
FAX: 608-301-9423  
TTY: 608-301-1807  
www.dhfs.state.wi.us

Jim Doyle  
Governor

Helene Nelson  
Secretary

**State of Wisconsin**

**Department of Health and Family Services**

**MEMORANDUM**

September, 2004

Sinikka Santala, Administrator  
Division of Disability and Elder Services  
P.O. Box 7851  
Madison, WI 53707-7851

Dear Ms. Santala:

Central Wisconsin Center is proud of the work that has been accomplished during FY04. The Central Wisconsin Center Annual Report reflects these accomplishments. The Center's long standing tradition of excellence continues to be apparent throughout this document.

During FY04, more employees than ever have participated in the quality improvement process. Meaningful ways for employee involvement is one of the reasons that even under challenging times overall employee morale has improved.

The Short Term Assessment Program has now been operational for over a year and is very active. Likewise, the Medical Short Term Care Unit operated at capacity.

Workforce issues in long-term care are difficult throughout Wisconsin and face the Center all year long. Fortunately, through aggressive recruiting and extensive retention efforts, CWC continued to maintain CNAs, RNs, and LPNs at rates that are better than comparable Dane County averages. Overall, the Center is staffed at 89% of its allotted positions.

Families, friends, and guardians continue to be very active and concerned about the well being of their loved ones. The percentage of families, friends, and guardians who participated in program planning, living unit events and visitation was better than ever.

The Center's accomplishments, both large and small, are demonstrable indicators of a program that is highly professional and compassionate. CWC is truly a place where our logo says it all - "People Caring for People."

It is an honor to be part of such an organization.

Sincerely,

Theodore J. Bunck, PhD, NHA  
Center Director

## Administrative Staff



**(Left to Right) 1<sup>st</sup> Row: Barbara Bronte, Kathleen Mueller, Dr. Theodore Bunck, Bonnie Kees**

**2<sup>nd</sup> Row: Jeffrey Tagliapietra, Kathlyn Steele, Gregory Kesling, Diana Morehouse, Cynda Solberg, Dr. Nathan Page**

**Department of Health and Family Services**

**Division of Disability and Elder Services**

**Central Wisconsin Center for the Developmentally Disabled**

**Theodore J. Bunck, Ph.D., Director**

**ADMINISTRATIVE STAFF**

**Barbara Bronte, Human Resources Director**

**Gregory Kesling, Director of Resident Programs and Psychology Services**

**Diana Morehouse, Director of Resident Living Services**

**Kathleen Mueller, Staff Training Director**

**Nathan Page, M.D., Medical Services Director**

**Cynda Solberg, Management Services Director**

**Kathlyn Steele, Nursing Director**

**Jeffrey Tagliapietra, Community and Social Services Director**

**Intranet: [dhfsweb/dctf\\_cwc/](http://dhfsweb/dctf_cwc/)  
Internet: [dhfs.wisconsin.gov/DD\\_CWC](http://dhfs.wisconsin.gov/DD_CWC)**

## CONTENTS

	Page
Vision / Mission Statement.....	i
CORE Values .....	ii
Memo from the Director of CWC.....	iii
Administrative Staff .....	iv
Contents.....	vi
Population Statistics.....	viii
Costs FY 2004.....	x
Staff Positions .....	xi
Center Programs .....	1
Adapted Physical Education.....	2
Adult Vocational Therapy Services.....	3
Cardinal School / Education Services .....	4
Communication Development .....	4
Dental Clinic .....	5
Employee Health .....	6
Environmental Services .....	8
Facility Services.....	9
Food Services .....	10
Forward Focus Quality Improvement Program.....	11
Foster Grandparent Program.....	13
Infection Control Activities .....	13
Information Services .....	14
Medical Services .....	15
Music Therapy.....	18
Nursing Services.....	19
Nursing Students .....	21
Peer Crisis Intervention Program.....	26
Pharmacy Services .....	26
Psychology Services .....	28
Qualified Mental Retardation Professional.....	30
Rehabilitation Services .....	30
Religious Services .....	37
Resident Living .....	38
Social Services .....	38
Staff Training and Development.....	40
Take Your Child To Work Day.....	42
Therapeutic Recreation .....	44
Transportation Services.....	48
Volunteer Services.....	49
Community Services Programs .....	52
Admission Services.....	53
Contracted Day Service.....	55
Developmental Evaluation Clinic .....	56
Outpatient Dental Clinic .....	56
Short-Term Care Unit.....	57
Short-Term Assessment Program.....	57
Transition to Community Living Services .....	58

## LIST OF TABLES

	Page
TABLE I - Population Statistics.....	viii
TABLE II - Level of Retardation by Population.....	ix
TABLE III - Cost FY 2004.....	x
TABLE IV - FY 2004 Staffing.....	xi
TABLE V - Restraint Trends .....	29
TABLE VI -Therapy Services .....	31
TABLE VII - Rehab Lab Orders Completed .....	31
TABLE VIII - Sharing of Talents Events.....	46
TABLE IX – Satisfactory Survey Results .....	54
TABLE X - Admission Case Statistics .....	55

**TABLE I**  
**Population Statistics**

<u>STATISTICAL INFORMATION</u>	<u>FISCAL YEAR 2003</u>	<u>FISCAL YEAR 2004</u>
AVERAGE DAILY POPULATION	352.5	347.6
UNITS OF SERVICE PROVIDED	128,675	127,207
ADMISSIONS		
TOTAL	219	207
Short Term	219	207
Care and Treatment	0	0
DISCHARGES		
TOTAL	220	208
Short Term	215	204
Care and Treatment	5	4
Interstate Compact Transfer	0	0
PLACEMENT LOCATION		
Own Home	158	163
Foster Home	27	21
Group Home	9	9
Supportive Home Living	0	2
Adult Family/Adult Foster Home	8	5
Community Based Residential Facility	1	0
Nursing Home	1	0
ICF-MR (Hearthside)	16	6
Other	0	2
DEATHS	3	5

DEMOGRAPHICS OF POPULATION ON JUNE 30, 2004

The average age of the people living at CWC is 39.3 years. The oldest person is 89 years old; the youngest person is 2 years old. The population is 51.6 percent male and 48.4 percent female.

As shown in TABLE II, 96.5 percent of the people living at CWC are profoundly mentally retarded and 79.8 percent are not ambulant.

**TABLE II**  
**Population Distribution Levels as of June 30, 2004**

Chronological Age Groups and Ambulation Levels		Level of Retardation				TOTAL	% Age Group	% Total
		Mild	Moderate	Severe	Profound			
0-5	W	0	0	0	0	0	0	0
	MS	0	0	0	0	0	0	0
	MA	0	0	0	1	1	100.0	0.3
	subtotal	0	0	0	1	0	100.0	0.3
	%AG	0	0	0	100.0	0	---	---
	%TP	0	0	0	0.3	0.3	---	---
6-12	W	0	0	0	1	1	16.7	0.3
	MS	0	0	0	1	1	16.7	0.3
	MA	0	0	0	4	4	66.6	1.1
	subtotal	0	0	0	6	6	100.0	1.7
	%AG	0	0	0	100.0	100.0	---	---
	%TP	0	0	0	1.7	1.7	---	---
13-18	W	1			0	1	7.1	0.3
	MS	0	0	1	0	1	7.1	0.3
	MA	0	0	0	12	12	85.8	3.5
	subtotal	1	0	1	12	14	100.0	4.1
	%AG	7.1	0	7.1	85.8	100.0	---	---
	%TP	0.3	0	0.3	3.5	4.1	---	---
19+	W	1	0	5	62	68	20.9	19.6
	MS	0	0	0	33	33	10.1	9.5
	MA	0	0	6	219	225	69.0	64.8
	Subtotal	1	0	11	314	326	100.0	93.9
	%AG	0.3	0	3.4	96.3	100.0	---	---
	%TP	0.3	0	3.2	90.5	93.9	---	---
TOTAL POPULATION	W	2	0	5	63	70	---	20.2
	MS	0	0	1	34	35	---	10.1
	MA	0	0	6	236	242	---	69.7
	total	2	0	12	333	347	---	---
	%TP	0.6	0	3.4	96.0	100.0	---	---

W Walks upright with or without some degree of difficulty. Walks on level surfaces, may need assistance with stairs but gets to activities by walking.  
MS Nonambulant but moves by self, scooting or crawling, or moves with aid such as walker, crutches, or wheelchair. Can get to activities on level surfaces by self with only minimal assistance.  
MA Moves only with assistance. Uses special equipment such as cart, walker, relaxer, Hogg or wheelchair for mobility. May scoot or crawl but cannot move self to an activity on level surface.  
%AG Percent of age group.  
%TP Percent of total population

**ALL NUMBERS ARE ROUNDED TO NEAREST DECIMAL DIGIT.**

**TABLE III**  
**Costs – FY 2004**  
(July 1, 2003 - June 30, 2004)

Total FY 04 Expenditures - \$59,022,219.99

Average Cost Per Person  
(Based on FY 04 average daily census =)

Daily FY 04 Average per person -	\$464.00
Monthly FY 04 Average per person -	\$14,150.00
Annual FY 04 Average per person -	\$169,799.00

**TABLE IV**  
**FY 2004 Staffing**

OFFICE OF THE DIRECTOR = 10.00	
Institution Director.....	1.00
Administrative Support .....	1.00
Human Resources .....	5.00
Payroll/Worker's Compensation .....	3.00
MANAGEMENT SERVICES = 154.65	
Institution Management Services Director.....	(1.00)
MMHI FTE (Shared Position - MMHI and CWC)	
Information Services.....	6.00
Administrative Services .....	6.00
Business Office/Stores .....	7.00
Facility Services.....	16.00
Environmental Services.....	68.80
Food Services.....	50.85
SOCIAL AND COMMUNITY SERVICES = 13.40	
Social and Community Services Director .....	1.00
Social and Community Services.....	9.00
Pre-admissions Services .....	3.40
MEDICAL SERVICES = 68.05	
Medical Services Director.....	1.00
Resident Care and Treatment .....	4.00
Radiology.....	1.00
EEG and EKG .....	1.00
Clinical Lab.....	.85
Rehabilitative Services .....	3.00
Medical Records.....	3.00
Physical Therapy.....	10.90
Occupational Therapy .....	13.60
Orthopedic Services .....	7.00
Respiratory Therapy.....	7.50
Pediatric Service.....	2.00
Pharmacy .....	8.20
Dental Service .....	3.00
Medical Transcription Services.....	2.00

NURSING SERVICES = 62.80	
Director of Nursing.....	1.00
Nursing Services .....	12.30
Short Term Care/Central Supply .....	22.80
Charge/Float Services .....	16.80
Staff Training and Development.....	6.90
Area Assistant .....	3.00
RESIDENT PROGRAMS = 520.30	
Institution Treatment Director .....	1.00
Institution Treatment Director .....	1.00
Resident Living Administrative Support.....	1.00
Resident Living .....	411.00
Therapeutic Recreation .....	45.30
QMRP Services .....	15.00
Volunteer Services .....	3.00
Psychological Services.....	12.70
Education.....	11.00
Religious Services.....	.50
Communication Development .....	4.00
Vocational Services.....	14.80
TOTAL FTE =.....	829.20
On Hold and/or Vacant.....	95.00
GRAND TOTAL of BUDGETED FTE = .....	924.20

# **CENTER PROGRAMS**

**Adapted Physical Education**

**Adult Vocational Therapy Services**

**Cardinal School / Education Services**

**Communication Development**

**Dental Clinic**

**Employee Health**

**Environmental Services**

**Facility Services**

**Food Services**

**Forward Focus Quality Improvement Program**

**Foster Grandparent Program**

**Infection Control Activities**

**Information Services**

**Medical Services**

**Music Therapy**

**Nursing Services**

**Nursing Students**

**Peer Crisis Intervention (PCI) Program**

**Pharmacy Services**

**Psychological Services**

**Qualified Mental Retardation Professional (QMRP)**

**Rehabilitation Services**

**Religious Services**

**Resident Living**

**Social Services**

**Staff Training and Development**

**Take Your Child To Work Day**

**Therapeutic Recreation**

**Transportation Services**

**Volunteer Services**

# Adapted Physical Education

## PROGRAM HIGHLIGHTS

Adapted Physical Education (APE) at Central Wisconsin Center is a diverse program that includes developmental activities, fundamental movement skills, object manipulation skills, perceptual stimulation, aquatics, and health and wellness. All activities are adapted to meet the interest, capabilities and limitations of individual students. Student motivation, social interaction, communication development and self-esteem are considered an essential part of the total program.

The Physical Education staff consists of one full time Adapted Physical Education Teacher and one Therapy Assistant. Sessions were held one to two times per week, for one hour, per student. Fourteen school-age students were served through the Adapted Physical Education program during this report period.

Sessions included the following:

- **Greeting:** to promote social interaction skills.
- **Warm Up:** to stimulate arousal levels through rhythmical movement and vestibular stimulation.
- **Range of Motion:** to increase flexion and extension of upper extremities in preparation for activity.
- **Skill Development:** to increase motor skill repertoire and cognition through adapted activities.
- **Cool Down:** to promote relaxation through music listening and closure to the session.

Students participated in aquatics, outdoor games, adapted games, interpretive dance (Musicals Theme), adapted volleyball, beachball volleyball, baseball, basketball, bowling, bocce ball, adapted football, sensory stimulation (holiday tree walk), and sports appreciation. Fifteen Individualized Education Plans (IEP's) were completed for school-age students this report period.

The Adapted Physical Education program also serves school-age students enrolled in the Center's Short -Term Assessment Program (STAP). The number of students varies based on the program's current census. Fifteen students have been served to date.

Activities are designed to be age specific and individualized according to the student's skill and developmental level. Adapted Physical Education staff assess and write evaluations on all students served in the Short-Term Assessment Program.

In addition to the school-age students, Adapted Physical Education served 45 adults through its "Lifetime Sports and Fitness Program." The program focus is on health and wellness and the benefits gained from long term participation in lifetime activities. Students enrolled in the program participated in baseball, bocce ball, basketball, interpretive dance (Musical Theme), adapted games, outdoor education, beachball volleyball, adapted football, adapted volleyball, and sports appreciation.

Ten athletes from Central Center participated in the Wisconsin Special Olympics program through Adapted Physical Education. Following numerous practice sessions, athletes competed at the area and district level in ramp bowling. Participation in Special Olympics

enabled these athletes to feel the thrill of being a special olympian, meet new friends and be involved in a well-organized event, which included parent involvement, individual competition, and acceptance of awards. This report period marked the thirty-fifth year of Adapted Physical Education's involvement in Wisconsin Special Olympics.

## **Adult Vocational Therapy Services**

### **PROGRAM HIGHLIGHTS**

Central Wisconsin Center has an established Adult Vocational Therapy Program currently comprised of nine staff members with the purpose of providing work-oriented learning experiences for individuals who live at CWC. There are three Vocational Therapists and six Therapy Assistants.

The program focuses on individuals who are 21 years of age or older. Participants are referred through the team process. Once a referral is made, the individual is assessed using the CWC Vocational Assessment, and if appropriate, placed in one of the two work sites. The B6 site primarily serves people residing in B1, B2, B4, B5, and B7. The Murphy Hall site primarily serves people who reside in Murphy Hall and B3. The Murphy Hall site also provides assessment and treatment for people in the Short-Term Care Unit and the Short-Term Assessment Program.

Approximately 60 individuals participate in this program. CWC is certified/licensed by both the U.S. Department of Labor and the Wisconsin Department of Workforce Development. These licenses are renewed on an annual basis and allow participants of the program to receive special minimum wages for all work completed. Recycling jobs include recycling of newspaper, computer paper, aluminum cans, and copper from anti-lock brake parts. Recycled newsprint and cardboard are used to produce a variety of gardening and landscaping products, as well as a kindling replacement for camping, wood stoves, and fire places. Employees also assemble drapery parts and boxes for area businesses, as well as perform some clerical tasks and produce archery target pins from galvanized steel wire. Participants are paid for all work completed.

Client-workers also provide several services to CWC staff, including aluminum can pick up and recycle, recycle paper pick up and scratch pad production, shredding of confidential records, preparation of gastro-nutritional feeding units, collating of food service menus, material prep for the sewing room, etc.

### **New Programs**

**Linen Napkin Program** - Beginning in the June 2004, clients in the B6 vocational program have started a new delivery program for living units at the Center. Each unit will begin to use linen napkins for people at meal times. Clients in this program are responsible for counting napkins by weight, and delivering napkins to three of nine living units. The napkins are returned to the laundry, folded, and delivered to B6. The clients will begin to fold napkins and are in the process of producing jigs to do so.

# Cardinal School / Education Services

## **PROGRAM HIGHLIGHTS**

Special Education services are provided for students from 3-21 years of age. Each student is enrolled in the school program that provides the least restrictive educational environment as determined by the individual's Juvenile Medical Status (JMS) code. The JMS codes range from a time and distance-restricted setting within Cardinal School, located on the CWC campus, (most restrictive) to a full-day school program within the Madison Metropolitan School (least restrictive).

During the 2003-2004 school year, two students attended high schools in the Madison Metropolitan School District. The MMSD curriculum emphasizes four domains: domestic, community, recreation/leisure, and vocational training. Students also receive services from speech, physical and occupational therapy. The student's Individual Education Program (IEP) determines the frequency and duration of these services. One student left the MMSD program in June.

Cardinal School staff consists of five Teachers, three Teaching Assistants, one Program Support Teacher, and one Education Director. All staff members are licensed by the Wisconsin Department of Public Instruction. Three teachers and two assistants served an enrollment of 15 students during the school year. The sensory-based Education program provides students with a variety of classroom-based instructional opportunities structured around each student's IEP. When medically approved, students participate in weekly off-grounds community integration activities including visits to local stores, businesses, parks, the university campus and outlying areas. One student left the program in June.

One Cardinal School teacher provides educational programming for school-age students who are admitted to the Short-Term Admission and Developmental Evaluation Clinic (DEC) programs. Two students were officially enrolled in the program and attended school in the Short-Term Care Unit (STCU) classroom. A total of forty-two students were provided with evaluation services or attended school on visitor status.

Educational assessment is provided for students admitted to the Short-Term Assessment Program (STAP) which opened in January 2003 at Central Wisconsin Center. One teacher and one teaching assistant provided seventeen students in the program with assessment and educational services over the last year.

## **Communication Development**

### **PROGRAM HIGHLIGHTS**

The Communication Development Department's fundamental goal is to stimulate development of communication skills in all clients served at Central Wisconsin Center. This includes expansion of language comprehension skills and the development of language used for self-expression. Speech-Language Pathologists (SLP) are responsible for teaching personalized systems of expressive language that meet the individual's needs including object communication systems, picture boards, electronic communication devices, and sign language. Individuals are taught strategies for gaining a person's attention, greeting,

requesting, indicating preferences, making choices, commenting, responding, and taking turns. Individuals who are verbal are taught new vocabulary, appropriate pronoun use, how to combine words into phrases and sentences, social communication skills, and strategies to increase speech intelligibility. The Communication Department provides screening, assessment, consultation, and therapy to all CWC clients in need of services. Training is provided to both CWC staff and community agency personnel regarding an individual's communication program. The Communication Department provides supervision to second year University of Wisconsin (UW) -Madison graduate students. The semester-long practicum experience trains students how to work with people who have developmental disabilities.

### **Evaluation and Therapy**

During FY04, four speech-language pathologists provided 577 hours of individual therapy, 199 hours of group therapy, and 432 hours of both individual and group therapy sessions. Staff screened 45 individuals and evaluated 13 individuals who live at Central Wisconsin Center. One hundred and five Developmental Evaluation Clinics (DEC), Short-Term Care Unit (STCU), and Short-Term Assessment Program (STAP) community clients were evaluated and programs were designed to meet their communication needs. Parents and community providers were trained to carry out recommended communication programs. A consulting audiologist, affiliated with the Waisman Center, performed 198 hearing evaluations. A total of 2,347 hours of direct services were provided this year.

### **Training**

Speech-Language Pathologists provided 60 hours of formal inservice training regarding communication methods to CWC staff. Staff also provided 104 hours of training and consultation to parents, teachers, and community providers. Six hundred forty-three and a half hours of supervision were provided to six UW-Madison students.

## **Dental Clinic**

### **PROGRAM HIGHLIGHTS**

The Dental Clinic is staffed with one full-time dentist, one full-time dental LPN, and one full-time dental assistant. The CWC Dental Clinic provides dental care and treatment to all individuals living at CWC. Treatments include exams, cleaning and prophylaxis, x-rays, restorations, root canal therapy and extractions. In an effort to promote good oral health, the Dental Clinic schedules visits on a six-month basis.

To assist in reducing the stress of a dental visit, unit staff completes an assessment form prior to appointments. The dental staff implements suggestions to increase relaxation. Some suggestions include favorite music, massage, and facial desensitization.

Upon request, dental services are also provided to individuals at CWC for short-term admissions. There were approximately 125 appointments for short-term clients during the year.

## **Employee Health**

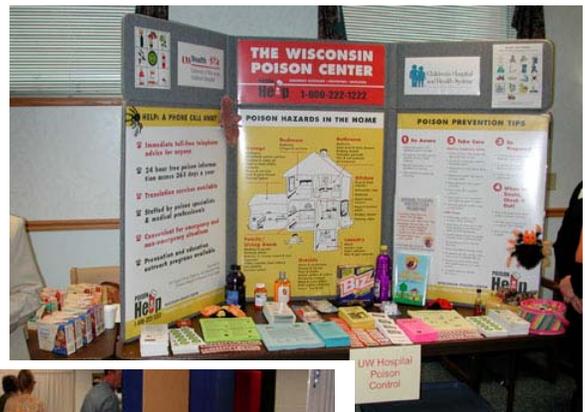
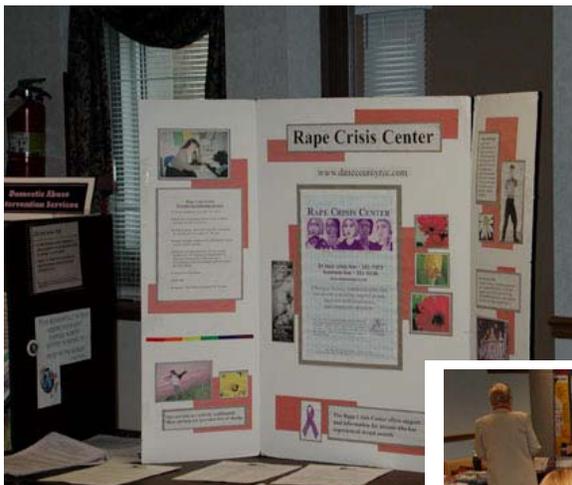
### **PROGRAM HIGHLIGHTS**

The Employee Health Program promotes and maintains the health of CWC employees through health promotion programs, disease prevention, and injury rehabilitation. Programs mandated by state and federal regulation are provided, including pre-employment screening, immunization programs, and tuberculosis screening. The Employee Health Nurse also provides annual TB skin tests to approximately 1,000 employees, hepatitis AB vaccinations to approximately 600, blood pressure screenings, cholesterol screenings, and wellness information. Annual flu vaccines are offered with over 350 employees participating. Students from various disciplines are also monitored for updated TB and hepatitis vaccinations.

The Employee Health Nurse also functions as a consultant to physicians, supervisors, nurses, employees, and the Staff Training department. The Employee Health Nurse participates in the Employee Assistance Program as a lead coordinator and is a CPR/First Aid Instructor Trainer.

An emergency response form is distributed to all staff on an annual basis. The form identifies both pertinent health information and emergency contacts and is a resource when staff are injured or ill at work. This information and other health records are maintained by Employee Health to meet the legal requirements and strictly protect confidentiality.

Fitness and Wellness programs continue to be emphasized for staff participation and general knowledge. Staff wellness activities include a health and fitness newsletter titled, "A Healthy You". The newsletter is distributed monthly in the Daily Administration Bulletin. It is a joint collaboration between Employee Health and Rehabilitation Therapy Services.



## **Employee Health Fair**

Other events that have occurred over the year include:

- American Heart Association sponsored First Aid Course in addition to Healthcare Provider and Heartsaver AED courses offered throughout the year and open to all employees

- Weight Watchers at Work classes
- Therapeutic Chair Massages
- Informational materials on breast cancer during October Breast Cancer Awareness Month
- Initiated Learning Lunches in July 2003 with various topics ranging from proper waste disposal to meditation, basket weaving and knitting
- First Annual International Holiday Party was organized by the Wellness Committee to promote our CWC international community. Our goal is to increase awareness and understanding of our diversity. The countries showcased included: Armenia, Korea, Norway, and Poland.
- Dr. Rifkin from the University of Wisconsin Medical School gave a presentation on "Migraines" on May 27 with approximately 35 staff members attending.
- Second biennial Health Fair on May 18 with 36 vendors and numerous CWC specialists participating with over 250 staff attending. Staff enjoyed massages, myofascial release, and paraffin hand wax treatments. Vendors also offered free glucose and cholesterol monitoring. Vendors varied from Center for Cosmetic Dentistry, Rape Crisis Center, and Unity Health to HIPAA Computer Training.



### ***Ethnic Holiday Event***



### **Environmental Services**

## **PROGRAM HIGHLIGHTS**

CWC continues with the electrical hospital bed up-grade for 2004. Sixty-seven new Arrow electric beds arrived in 2004 from Carroll Health Care at a cost of \$1,950 each. Invacare Corporation purchased Carroll Health Care in 2004. The purchase of Carroll Health Care by Invacare Corporation has reduced the price of the Arrow bed from \$2,150 to \$1,950. Arrow beds replaced CWC's older manual high/low beds, which are 20 to 25 years old. With the on



***CWC receives Facility of the Year Award from the Wisconsin Packer Valley Chapter of the International Executive Housekeeping Association***

### **Laundry Department**

CWC's in-house laundry processed 3,963,170 pounds of soiled linen, which is 287,985 pounds more than the previous year. The increase was due to the processing of the Center's knitted sheets. CWC's knitted sheets were currently processed by our outside laundry contractor Badger State Industry. (This process has saved CWC \$40,000). Of the 3,963,170 pounds of soiled linen, 2,488,205 pounds were diapers. Ten new laundry carts were purchased at a cost of \$10,088. The 6 additional replacement linen carts are part of the Laundry Department's six-year plan to replace its 30-year-old linen carts. Due to additional programs, 17 new linen carts will need to be purchased to complete the total replacement in this six-year plan.

### **Housekeeping/Transportation Department**

The Housekeeping and Transportation department picked up and transported 246.57 tons of trash generated by CWC. Cost for trash pickup is \$32.35 per ton. The cost of each 33-yard compactor pickup and delivery to the Waste Management landfill site was \$85.25. CWC leases a 40-yard trash compactor from Waste Management at a yearly cost of \$2,400. The Center recycled 18 tons of steel to Samuel's Recycling Company, along with an unknown amount of paper, tin, glass, and plastic which went to Waste Management. (There are no recycle costs for paper, tin, glass, and plastic as the State of Wisconsin is grouped as a whole and not per institution.)

CWC was also responsible for generating and managing 318 pounds of infectious waste, which was incinerated by Madison Energy Recovery Inc. An increase of 18 pounds of infectious waste was seen from the previous year, which still places CWC in a very low infectious waste generator class for the State of Wisconsin. In the area of cleaning, the Housekeeping department has changed its cotton cleaning mops and rags to micro-fibers. Micro-fibers have 250,000 filaments of fibers per square inch on both their rags and mops. Also each fiber is negatively charged. This new technology is more effective in cleaning and disinfecting which generates the use of fewer chemicals and weighs much less than the standard 24-oz wet mops used by CWC Custodians.

### **Sewing Department**

The CWC Sewing Department, staffed by 4.5 seamstresses, fabricated 1,578 large diapers in 550:00 hours, discarding 1,673; created 616 medium diapers in 94 hours, discarding 1,017; produced 787 clothing protectors in 94 hours, discarding 695; and manufactured 3,375 bed pads in 375 hours, discarding 3,339. This department used 4,398 hours for mending. 18,857 large diapers, 8,432 medium diapers, 5,405 clothing protectors, 1,261 personal clothing, 786 bed sheets, 1,069 laundry bags, 1,807 spit pads, 93 thermal blankets, and 198 bath blankets were mended by this department. Sewing department used 408 hours in fabricating and heat sealing personal nametags and 1,744 hours on work orders with 119 hours spent on machine maintenance. The Sewing Department total cost for supplies was \$11,716.

## **Facility Services**

### **PROGRAM HIGHLIGHTS**

The mission of the Facility Services Department is to provide a safe, healthy, aesthetically pleasing physical environment for patients and staff in a quality, cost effective and timely manner.

Facility Services is located in Murphy Hall basement. Facility Services maintains the buildings, systems infrastructure and complete campus with a variety of staff which includes maintenance mechanics, facility repair workers, a locksmith, painters, an HVAC technician, a program assistant, and a maintenance supervisor.

Facility Services maintains 12 buildings totaling 630,000 square feet.

A work order system is available in the computerized maintenance program that allows all staff at CWC to access and submit work order requests.



Facility Services coordinates multiple State Capitol Improvement Projects that are in a variety of phases from conceptual design to quality control and completion. Some projects are:

Air Handler Replacement	\$2,340,000
Nurse Call System	\$ 300,000
Electrical Upgrade Phase 1	\$ 500,000
Tunnel Waterproofing	\$ 365,000
Road Replacement	\$ 640,000
Murphy Hall Pool Replacement	\$ 85,000
Murphy Hall Lecture Hall Remodeling	\$ 88,000
Elevator Replacement Phase 2	\$ 550,000
Electrical Upgrade Phase 2	\$ 775,000
Day Room Remodeling Phase 2	\$ 350,000
Chiller Replacement Study	\$ 20,000

Facility Services also completed smaller-scale remodeling projects either by means of a DOA small project request through the DHFS Engineering Department or with in-house staff and funding. Some of these types of projects ranged from a simple sidewalk replacement to a project like Murphy Hall Commons, a multipurpose area with kitchen and meeting areas and bathrooms to support CWC patient programming activities, staff training sessions.

## **FOOD SERVICE**

### **PROGRAM HIGHLIGHTS**

Food Service Department provides optimal nutrition and hydration to the individuals living at the Center through flavorful and appetizing meals that accommodate food preferences, formula and/or supplements. Many menu changes have been made to improve individual diets. Monthly birthday cakes are sent to each unit to celebrate all the birthdays of the month.

The Department is staffed with 51.35 positions, including cooks, food service assistants, dietitians, dietetic technicians, and supervisors. The clinical staff, consisting of dietitians and dietetic technicians, assess each individual's nutritional status, recommend diet changes, and create the data that is used for the production and service of all meals and snacks.

Food Service operates seven days per week from 4:30 AM to 7:15 PM and served 384,890 meals including 12,825 bag lunches, and thousands of snacks of 50 different varieties. The total food cost for the year was \$504,800.00.

## **Forward Focus Quality Improvement Program**

### **PROGRAM HIGHLIGHTS**



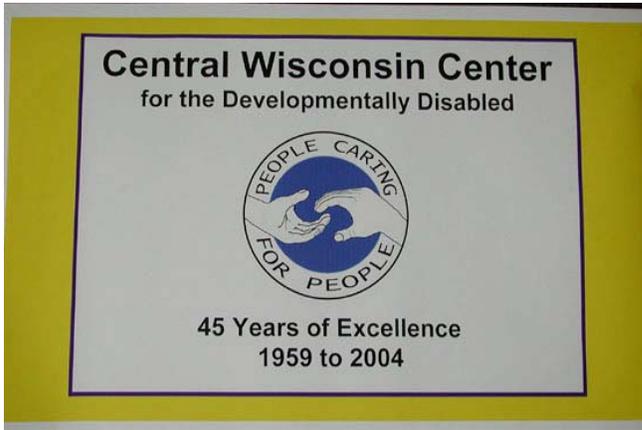
### ***Center-wide Evaluation Team***

During the past year Central Wisconsin Center expanded the work of the four Systems Management Teams. The teams are organized around the concepts of health, human development, quality of life, and environment. These same themes appear on the CWC flag and updated logo. This expansion of the Systems Management Teams has been quite exciting because it involves nearly 200 CWC employees working together to make CWC even better.

The results of these teams can be seen everywhere. The program of health care, which was already outstanding, has improved. The quality of life for each person has been better individualized. Programs of active treatment and a related computerized record keeping system allows tracking each person's progress and provides program adjustments during the year to assure optimal learning. Living environments are improving and the Center remains nearly fully staffed at a time when most long-term care providers are not able to do so.

All of these examples of quality, and many others, come from the successes of the Center's Systems Management Teams. It is no secret that these are challenging times for government support activities. However, CWC is not only doing well maintaining all required services, the Center is thriving because of the work of the Systems Management Teams.

It has always been true that CWC is a fine place because of the outstanding employees. By better supporting employees work with the Systems Management Teams, the Center can do the best possible job for the people living here.



*Celebrating  
45 Years  
of Excellence*



# Foster Grandparent Program

## **PROGRAM HIGHLIGHTS**

Each Foster Grandparent provides 15-20 hours of volunteer service each week. The grandparents provide one-to-one attention for two to four individuals each day. Activities include working on individual goals, walking, talking, and reading. Other activities include spending time outdoors, going to music events, gardening, religious services, off-ground activities, special events around the Center and, most importantly, individual attention.

The Foster Grandparents are required to participate in four hours of in-service training each month to improve the quality of interactions with foster grandchildren or for their own personal knowledge and welfare. Each Foster Grandparent participates in the Annual Review process. This participation enables the grandparent to learn how to best serve their foster grandchildren and to share their knowledge of the individual.

# Infection Control Activities

## **PROGRAM HIGHLIGHTS**

The Infection Control (IC) Committee establishes guidelines to minimize the transmission of infections and communicable diseases and to control acquired infections. The IC Committee is comprised of representatives from medical staff, nursing staff, food service, laundry / housekeeping, pharmacy, administration, clinical lab, Staff Training and Development, Employee Health Service, WSEU, and the IC Nurse Specialist. The IC Nurse reports monthly to the IC Committee the incidence of positive cultures and any other pertinent data regarding infection control.

The IC Committee meets monthly and reviews and revises infection control policies at least biannually. Policies reviewed include:

- Standard Precautions
- Immunizations and vaccinations
- Cleaning/Disinfecting
- Personal Protective Equipment
- Clostridium Difficile
- Housekeeping/Laundry Infection Control

The policy on cleaning and disinfecting also now includes an addendum of methods for cleaning of equipment used during training for cardiopulmonary resuscitation.

West Nile Virus activity in the state and the discovery of deceased crows on CWC grounds, prompted the development of a procedure to deal with deceased crows or blue jay. The IC Nurse is currently drafting a policy on West Nile Virus to be included in the infection control manual. Pest control activities undertaken by environmental services including spraying and the placement of "mosquito magnets" on CWC grounds.

The increased incidence of antibiotic resistant bacteria continues to be a concern for Central Center. Contact precautions continue to be implemented to minimize the further spread of the

bacteria. Central Center continues to treat individuals with antibiotic resistant organisms in accordance with State of Wisconsin Division of Health. Currently there are nine people who have been identified with antibiotic resistant organisms and are routinely evaluated.

Infection control education is provided for CWC direct care staff through unit visits and reminders in the daily bulletin. The training for blood borne pathogens occurred through the use of a self-study packet including the exposure control plan and then signing an attendance record. Over 1000 Central Center staff members completed some form of infection control training during 2003.

Infection control surveillance activities were conducted in each living area with feedback provided to improve infection control and safe work practices. Initial and follow-up visits have been conducted on each unit to ensure regulatory compliance. These surveys continue to be done in conjunction with the Risk Management Specialist. The IC Nurse collects nursing acuity data and audits annual nursing documentation to ensure quality improvement and compliance with state and federal regulations.

The IC Nurse continues to function as the nurse liaison between off-grounds facilities and CWC. The IC Nurse has provided consultation and training as needed or requested. The IC Nurse conducted in-depth surveys at Successful Work Options (SWO) and FOCUS-CORP regarding infection control and safe work practices.

The IC Nurse continues to attend the quarterly meetings of the local Association for Professionals in Infection Control and Epidemiology (APIC) and continues to serve as the chairperson for the membership committee of the local APIC chapter. In August 2003, the IC Nurse attended a four and a half-day seminar, which contained information on clinical problem solving in multiple practice settings.

Medical waste continues to be monitored closely. The concerted effort with the Housekeeping Services Supervisor continues to maintain CWC's monthly average infectious waste at a low level. The past year our average was 26 pounds, which has been below the goal set at less than 50 pounds.

The IC Nurse provides ongoing consultation to CWC staff and community agencies, monitors water quality, and safe practices regarding exposures with potential for health risk. Educational programs are also provided which focus on prevention and follow-up of communicable disease affecting direct care staff and individuals who live at Central Wisconsin Center.

## **Information Services (Data Center)**

### **PROGRAM HIGHLIGHTS**

The Information Services Department provides technology-based services in support of operations at Central Center. Information Services staff manage technology-based resources, provide technical support and training to users of computer-based information systems at the Center, and promote the use of technology to streamline business processes. Central Center's local area network of computers connects directly to the Department of Health and Family Services, all DHFS institutions, other state agencies, and the Internet.

The Information Services Department is located at the Lakeside Building on the grounds of Mendota Mental Health Institute.

## **Highlights of Information Services Operations**

### **Telecommunications**

The Information Services Department operates and maintains a Mitel PBX telecommunications system for Central Center. Additional support is provided for pagers, cell phones, and radio communication.

### **Intranet Development**

Information Services Staff continue to add new functionality into the CWC Intranet site. Recent additions to the CWC Intranet include links to vacation and room reservation calendars. Also progress is being made in a project to add administrative policies and nursing and resident living manuals to the Intranet.

### **Small Applications**

The Information Services supports a significant number of large commercial database applications and home grown database programs needed to track a wide range of data generated at the Center. There is a continual demand to add enhancements to database applications, and build new ones to meet the changing demands for data. Applications developed and completed this past year include databases that track employee training, absences, emergency contact information, and a new charge report database.

### **Large Applications**

IS Staff are testing a new version of the Patient Planning System to be deployed in FY04-05. Also, planning is underway for upgrades of the NT desktop operating system to XP along with a major upgrade of Microsoft Office from version 98 to 2004.

### **Audio-Visual Equipment**

Computer-based projection system and videoconferencing equipment have been added to Classrooms 1, 2, and 3 in the Administration Building. Instructors and presenters will soon be able to project data, images, video, and sound to the audience from various sources including the Internet, CDs, videotape, and carry-in notebook computers.

## **Medical Services**

### **PROGRAM HIGHLIGHTS**

Health care services for people living at Central Center are provided by an integrated delivery system comprised of CWC medical staff and University of Wisconsin Health medical specialists. The unique health care needs presented by people with developmental encephalopathy are provided in the residential setting by a staff of four pediatricians, one neurologist, 1.5 psychiatrists, and two rehabilitation medicine physicians, all with joint Central Wisconsin Center – University of Wisconsin Medical School appointments. In addition, CWC is an affiliated practice site for UW Rehabilitation Medicine post-graduate residents and planning is in progress to serve as a site for a developmental disability psychiatry rotation. A contractual relationship continues between Central Center and the University Affiliated Program / Waisman Center to provide audiological assessment services to people receiving services at

Central Center in addition to the previously established affiliation with the Developmental Evaluation Center (DEC) program for assessment of aging individuals with developmental disabilities for dementia. Additional projects with Waisman Center are being explored and will include GYN services this next year. CWC medical staff are participating with other community providers to address health-care disparities experienced by people in Wisconsin with developmental disabilities. CWC medical staff have participated on the CMS technical panel on quality indicators for health care for people with disabilities.

When people living at CWC require hospital services (at UW Hospital), the Rehabilitation Medicine Department provides coordination of care. Outpatient clinic appointments are scheduled on site at CWC for Orthopedics, Gynecology, Pulmonary Medicine, Rehabilitation Medicine, Podiatry, Neurology and Optometry. Additionally, approximately 85 outpatient clinic visits per month were conducted at clinics located in the UW Hospital complex. Fifty-four individuals were hospitalized at UW Hospital over the past year. Medical staff at both sites strive to provide state of the art health care services for people with developmental disabilities whether they live at Central Wisconsin Center or at other community locations. Physicians and therapists from the Medical Services Department staff short-term admissions at CWC. The Department includes physician staff, therapy services including occupational therapy, physical therapy, respiratory therapy, and rehabilitation technology, the medical records department, x-ray and laboratory services, EEG and EKG, bone densitometry, consultative pharmacy services, dental services and the Department of Genetics.

Medical Services staff provide quality habilitative/rehabilitative services to people with developmental disabilities regardless of where they live. In addition to coordinating care for individuals with developmental disabilities receiving services either at CWC or at UW Hospital, CWC also serves as a teaching site for Wisconsin health care providers to increase their competency working with people with complex disabilities. As a regional health care facility serving people with disabilities, CWC Medical Services staff participate in research projects with the University of Wisconsin Medical School. Participation has included retrospective studies of the effectiveness of new seizure medications, relationship between cerebral palsy and swallowing disorders, assessment of the gynecological needs of women with developmental disabilities, a review of morbidity and mortality of surgical procedures for people living at CWC, rhinovirus infections in patients with tracheostomies, and regulatory issues for people with developmental disabilities in ICF-MRs. An article on osteoporosis is being published in *Osteoporosis International*.

Over the past year, training has been presented to doctors, nurses, and direct care staff. Subjects included neurologic disorders, psychiatric disorders and psychotropic medications, treatment of migraine headaches, emergency medical response, physical restraints, and medical and nursing needs of people with developmental disabilities. A DD medical fellowship begins 7/1/04, jointly sponsored by CWC and UW Department of Orthopedics and Rehabilitation Medicine.

Medical staff is frequently consulted by community providers regarding specific aspects of health care for people with severe developmental encephalopathy. In addition to evaluation and treatment services, the Short-Term Care Unit at CWC is utilized for post-operative rehabilitation before returning to CWC apartments or to other community locations.

CWC medical staff make Living Unit "house calls" daily and physicians are available on call 24 hours a day, seven days a week. A neurologist sees people with active seizure disorders at least once every two years or more often if requested by the primary care physician. People

with psychiatric disorders have their behavior treatment program and psychotropic medications reviewed by a psychiatrist at least quarterly. Anti-epileptic drug and psychotropic medication databases are maintained. Pharmacists perform comprehensive medication reviews at least quarterly.

Medical emergency drills are routinely performed on all living units for each shift with assessment of competency. Medical emergency drills are reviewed by the Emergency Care Committee and all acute medical emergencies are reviewed monthly. The Emergency Care Committee consists of the medical director, the director of nursing, a staff physician, a staff training representative, a quality improvement coordinator, an emergency medical technician, and a unit director.

The Nutritional Management Advisory Committee meets every six months to review CWC policy on dysphagia, feeding techniques, nutrition, and therapy services. Committee members include Occupational Therapy, Medicine, Nursing, Dietary, Rehabilitation Medicine, and Gastroenterology. The committee reviews eating assistance techniques and all new enteral tubes. In addition, the Committee serves as an educational resource for Central Center staff.

CWC Medical Ethics Committee meets every six months to review policies on end-of-life decision-making, behavior treatment techniques, consent issues, and specific cases referred to the committee. Members include the medical director, a staff physician, director of nursing, clergy, a QMRP, legal representation, guardian/family members, and a client rights specialist. A relationship with Hospice Care has been established to assist with end-of-life care.

The Medical Records Committee continues to audit the medical records of individuals focusing this year on osteoporosis screening. The Committee continues to monitor pain management.

Medical services are provided in the CWC living units and in the CWC Short-Term Care Unit. The STCU serves individuals from the community for short-term evaluations and people who live at CWC who require services such as continuous oxygen for respiratory ailments or fluid therapy for mild dehydration. Medical consultation is provided when hospitalization is required at UW Hospital.

Medical staff have participated in the Health System Management Team. Quality Indicators evaluated include

- Outcome analysis of morbidity data
- Pain management
- Nutritional status
- Communication of health-related information (HIPAA)
- Emergency response
- Medication and medical device errors and adverse drug reactions
- Skin care
- Use of physical restraints and psychotropic medications
- Insect control

# Music Therapy

## **PROGRAM HIGHLIGHTS**

Three credentialed music therapists and interns provided music therapy services to over 300 people each week. Services include individualized assessments, program planning, and integration of Individual Program Plan objectives in both structured and leisure music therapy sessions. Annual and quarterly reports were completed for all individuals seen in goal oriented structured therapy sessions. The Music Therapy Department also provided support, consultation, and integrative programs to all living units and program areas including Therapeutic Recreation, Adult Education, Foster Grandparent Program, Occupational Therapy, Physical Therapy, and Cardinal School as requested. Live music was provided as requested for Center-wide special events, Cardinal School Graduation, memorial services, 45th Anniversary Celebrations, and the Family Picnic.

The *Concert Prep* summer series was offered for six weeks, mirroring the Wisconsin Chamber Orchestra Concert on the Square program. Two sessions were offered per week of adapted musical experiences based upon classical music. Average attendance each week for the two sessions was 75 participants. This program offers diverse music of different periods of history and cultures.

### **Intern Training**

Five students each completed 1040 hours (six months, full-time) of intern training in music therapy. Schools represented included:

- ◆ University of Wisconsin – Oshkosh
- ◆ University of Wisconsin – Eau Claire
- ◆ Illinois State University
- ◆ Alverno College
- ◆ Wartburg College

In addition to interviews at CWC, interns were also recruited and interviewed at both the national and regional music therapy conferences. The availability of housing on grounds continues to be a very important aspect in recruiting interns. Physical therapy interns visited several music therapy sessions. Occupational therapy interns assisted with the OT/MT groups. Correspondence with students is conducted through an increasing use of e-mail and a reduction in long distance phone cost and US mail costs.

### **Presentations and Awards**

The CWC Music Therapists provided a five hour continuing education program on the therapeutic uses of low vibrations and contra bass tone bars for sensory development in Minneapolis at the American Music Therapy Association (AMTA) National Meeting.

The Music Therapy Coordinator received the *National Service Award* from AMTA for work on developing techniques in the field, training interns, and work on behalf of AMTA.

### **Community Outreach**

CWC Music Therapists participated on the following community boards: Very Special Arts (VSA) Advisory Council, State of Wisconsin Department of Licensing and Regulation Creative Arts Therapies Advisory Committee, and Wisconsin Creative Arts Therapy Coalition. Information was provided including consultation on program design and content, identification

of training needs, access to music therapy services and instrument recommendations. The Music Therapy Department records and monitors all community-based requests and outcomes. Several referrals were made to private practice music therapists in the Madison area.

CWC Music Therapists serve the American Music Therapy Association in the following roles:

- ◆ Assembly of Delegates
- ◆ Great Lakes Regional Past President
- ◆ Financial Advisory Committee
- ◆ Great Lakes Regional Secretary
- ◆ Advisory Board Education/Training

### **Training Provided**

Tours of the Music Therapy department were provided to both community-based staff and CWC staff. Additional tours have been provided to parents considering the Short-Term Assessment Program (STAP).

### **New Program Initiatives**

The CWC Marching Staff Band debuted by playing “On Wisconsin” for a special event. This group also performed at Holidays and St. Patrick’s Day with 16 staff participating, playing violin, saxophone, flute, accordion, trumpet, clarinet, and percussion. Music Therapy coordinates the rehearsals, conducts, plays in the band, and organizes the music.

New products have been purchased to use in active treatment music therapy groups including new lines of percussion instruments such as Djembe and Tubano drums. These drums provide excellent sound and are played without mallets allowing individuals to freely tap and feel the drum with their hands. Many individuals who live and work at CWC participated in Drum Circles.

The Somatron cushion vibrates with sound allowing a person to both feel and hear music. CWC Music Therapists are gathering assessments of individual responses to the Somatron experience. Protocols for use of the Somatron were written and implemented.

Fourteen Music Therapy assessments and recommendations were provided to the Short-Term Assessment Program as requested by the team.

The Coordinator of Music Therapy received advanced training in Neurologic Music Therapy (NMT) and is certified as a member of the Robert Unkefer Academy of Neurologic Music Therapy, Center for Biomedical Research in Music, Colorado State University.

## **Nursing Services**

### **PROGRAM HIGHLIGHTS**

Nursing Services is comprised of the Director of Nursing, Administrative Charge Office (6.8 Nursing Supervisor positions & .5 Program Assistants), Short-Term Care Unit (1 Program Assistant, 1.5 RCS, 5.8 RNs, 3.5 LPNs, and 11.5 RCTs), 2. Central Supply Staff, 1 Area Assistant, 3 RCT escorts, 11 Unit Nurse Clinician 3s, .8 Employee Health Nurse, 1 Infection Control/QI Specialist, 6.8 Staff Training staff (1 Nursing Supervisor, 4.9 Nursing Instructors

and 1 Program Assistant), 12.5 Float Resident Care Technicians, and 1 Float-Nurse Clinician 3.

Nursing Services is responsible for guiding the nursing care provided by 61.3 LPNs, 47.2 Nurse Clinicians, and 400 Resident Care Technicians (Certified Nursing Assistants).

The Director of Nursing functions as a Clinical Assistant Professor at the University of Wisconsin School of Nursing and the Training Director functions as an Affiliate Clinical Instructor for the UW-School of Nursing. The Nurse Clinician 3s continue to provide clinical preceptor opportunities to interested nursing students. Central Wisconsin Center serves as a clinical site for Certified Nursing Assistants, Licensed Practical Nursing students, Registered Nurse students (Associate and Baccalaureate Degree) and Masters Degree/ Graduate Nursing Students/Nurse Practitioner from five different nursing programs in Wisconsin.

CWC nurses continue to support nursing activities related to the Developmental Disabilities Nurses Association (DDNA). The Nursing Supervisor from the Short-Term Care Unit attended the twelfth annual National Conference of the Developmental Disabilities Nurses Association from April 23-26, in Charlotte, North Carolina.

CWC nurses participated in a pilot to review/critique software programs related to developmental disabilities nursing in 2003. As a result of the feedback, CWC nurses had free access to computer courses for this past year. This has been an excellent opportunity for CWC nurses to engage in professional development, earn continuing education credits, and partner with community providers interested in this specialty area.



***Celebrating Nurses Day at CWC***



## **Staffing**

Four LPNs, six Nurse Clinicians, and two Nursing Supervisors were hired during this report period. Six limited-term nurses covered nursing vacancies, assisted in training activities, and provided better staffing coverage. The Director of Staff Development position was increased from 60% to 100% over the past year. The Employee Health Nurse position was increased from 70% to 80%. One Nurse Clinician 3 position was re-allocated in February 2004 to a Center-wide Float position. This position was filled by a permanent NC3 with daily work assignments varying depending upon staffing coverage, acuity, and/or documentation needs.

Nursing recruitment continues to be a priority. The shortage of qualified nurses remains as a national trend and noted locally. The Center's RN vacancies ranged from 7-10 and LPN vacancies ranged from 8-11 over this report period. There continue to be 2 full time Nurse Clinician 3 vacancies despite recruitment efforts. As nurses retire from positions, it continues to be difficult to find replacements. Routine newspaper ads have advertised vacancies in the local papers. Job announcements were sent to the Vocational/Technical schools in Wisconsin identifying job vacancies and clinical preceptorships available to interested student nurses. The Director of Nursing presented a one-hour overview of developmental disabilities nursing with all nursing students who had clinical rotations at CWC over the past year. More recruitment success has been noted with student nurses having clinical experiences at the Center and learning first hand about DD Nursing. A CWC Nursing Instructor represented the Center at the Nursing Matters Job Fair in Milwaukee. Brochures and information related to state benefits and nursing jobs were shared at various job fairs, workshops and nursing schools throughout the year. Sign-on bonuses have been offered to nurse clinicians as incentives to defray health insurance costs or tuition reimbursement. These benefits have helped to recruit three new nurses to state service. Additionally, the Internet website advertising current nursing positions has been a positive recruitment tool for nurses seeking employment options: <http://jobs.der.state.wi.us>. An Open House inviting community nurses to visit and learn more about the Center is being planned for Fall 2004.

## **Nursing Students**

### **PROGRAM HIGHLIGHTS**

Thirty-three practical nursing students from Madison Area Technical College (MATC) completed clinical rotations in Murphy Hall. On April 12 the last clinical rotation for MATC LPN students was completed. The LPN curriculum has changed with more classroom content being added and reductions in clinical experiences. CWC has enjoyed this community partnering with MATC - LPN students for over 15 years. The Director of Nursing continues to function as a member of the MATC LPN Advisory Board. Curricula revisions for the LPN students assigned clinical rotations at CWC and hiring trends are reviewed with the nursing instructor staff on an annual basis.

Central Wisconsin Center renewed contracts with Madison Area Technical College (Madison and Reedsburg), Moraine Park Technical College, UW-Oshkosh School of Nursing, and the UW-Madison School of Nursing for clinical sites/preceptorships for nursing students. Representatives from the Pediatric Nurse Practitioner Program (PNP) at UW-Madison met with the Director of Nursing, Training Director, and Short-term Care Nursing Supervisor to design clinical experiences for students in the PNP program. One graduate student in the Practitioner program is enrolled for clinical experiences during the summer.

A preceptor experience was provided for a senior nursing student from Reedsburg Technical College in Spring 2004. The student worked with the Nurse Clinician 3 assigned to Living Unit 7 and completed 56 hours of clinical training. Feedback was positive from the student and clinical instructor.

### **LPN Stipend Program**

A special committee designed a career ladder stipend program as an effort to recruit and retain licensed practical nurses. The LPN Stipend Program continues to be offered to assist a limited number of Resident Care Technicians to complete requirements to become Licensed Practical Nurses. Through the program, selected employees were eligible for reimbursement of tuition, access to required books and salary while working part time and attending an accredited nursing school. Application guidelines were developed and reviewed by the LPN Stipend Selection Committee and Center Director. Three RCTs completed the LPN course and successfully met requirements for LPN licensure. A fourth applicant completed the program in Spring 2004 and is scheduled to begin work as a graduate nurse in July. As of July, there are no active applicants in the LPN Stipend Program as many employees are on waiting lists and have not received notification of a date to start the program.



### **Career Progression Team**

A special team of union and management representatives met to identify career progression opportunities for employees interested in nursing careers.

Guidelines were developed and identified a variety of options for Resident Care Technicians, Licensed Practical Nurses and Registered Nurses to further their professional education in Nursing. The options included: RCT Advancement to LPN, LPN Stipend Program, RCT Advancement to RN, LPN Advancement to RN, LPN Advancement to RN-Stipend Program and RN Advancement to BSN, MSN, Nurse Practitioner or Ph.D. Tuition reimbursement, salary adjustments, and/or book loans are added benefits to eligible employees. The approach to "Grow Your Own" staff has been a positive recruitment/retention tool as noted with four completing the LPN Stipend Program and three currently in the Respiratory Therapy Stipend Program.

### **Nursing Practice Committee**

This committee consists of nursing representation from each unit and meets on a monthly basis. The work group discusses nurse practice issues and updates nursing procedures and policies. Nurses also update knowledge of medical technology, new equipment, products and supplies. The committee continues to develop/implement pharmacy changes and revise nursing policies and procedures. Nurse representatives pilot the use of special equipment or various medical products. Feedback was provided regarding use of emergency carts, skin care products, Silent Knight pill crushers, and enteral feeding/dual flow sets/pumps. Dual flow pumps, portable pumps, and a variety of different brands of enteral feeding pumps have been piloted on the units with feedback from nursing staff. Specifications for enteral pumps to meet diverse needs were identified and submitted for contract bids. The state bid process was

completed and multiple types of pumps will be obtained to meet the nutritional needs of individuals who are ambulant and non-ambulant.

### **Nurse Clinician 3 Committee**

Nurse Clinician 3s meet monthly to discuss nursing issues, update knowledge/skills, and problem solve ways to improve nursing care. The nurses network to explore ways of improving nursing documentation, discuss delegation and joint practice issues, and problem solve nursing care and pharmacy changes. Teaching activities provided by Nurse Clinician 3s include: respiratory/cardiac emergencies, safety/security guidelines, first aid measures, competency training, pain management, injury/accident reporting, Braden Scales/skin care, feeding pumps, cancer screening, confidentiality, and infection control practices. Policies and guidelines regarding persons who are “nutritionally at risk” (NAR) have been developed and shared with members of the interdisciplinary team. Pain management continues to be a topic area for continual assessment, monitoring and evaluating. Updated policies regarding the reporting process for injuries of unknown origin were written and shared with Center staff.

### **Incident Review Committee**

An eleven member interdisciplinary committee met monthly to review incidents involving people who live at CWC. The committee reviewed all critical, non- critical, unknown, and near miss incidents, identified patterns, revised forms, and created an audit tool for improved documentation. Pain assessment continues to be an area of assessment on the Incident Report form. The Administrative Order and the Nursing Policy Manual were revised to comply with new statutory requirements related to caregiver misconduct and injuries of unknown origin.

Monthly Risk Management Unit Team meetings are conducted to problem solve and review injuries, patterns, and prevention strategies. Quality improvement measures have been implemented to review/audit each critical incident for timeliness, pain assessment, thoroughness and mandatory documentation requirements. Data are reviewed to determine trends, need for additional training or areas for improvement.

### **Emergency Care Committee/Emergency Training**

The Emergency Care Committee met monthly to review Center-wide emergency care issues. The committee members assisted in coordinating emergency drills and providing feedback to prepare staff to respond to cardio/respiratory emergencies. Emergency drills continue to be conducted on every living unit on each shift by committee members, Charge Nurses, and the Nurse Clinician 3s. An emergency trainer cart was designed for staff to use during the simulated emergencies on the living units. Drill scores over the past year have noted an improvement ranging from 2-7 points. Feedback from staff has been positive regarding drill experiences and "hands on" use of emergency equipment.

All RNs, LPNs, RTs, and MDs are CPR certified by the American Heart Association on an annual basis. CPR training now includes competency training on the use of the Automated External Defibrillators (AEDs) for all MD, Respiratory Therapists, LPN, and RN staff. Emergency drills and workshops on respiratory care procedures are provided annually with competency based skill evaluations. All living units and select departments have access to an AED and emergency cart if needed. The American Heart Association FACTs course with CPR and first aid training was provided by two CPR Instructor trainers to select Resident Care Technicians to update knowledge and skills when on community/offgrounds outings. Additional first aid training continues throughout the upcoming year.

### **Fall Prevention Committee**

The Fall Prevention Committee is comprised of Nursing, PT/OT, Staff Training and QMRP staff. The committee developed a fall record data system and reviews fall data from Living Units 1, 2, 4, and 5. The fall data record identified specific information regarding the fall, location, reason, and any injuries that may have occurred. Unit teams review the data and obtain baseline information to problem solve prevention strategies. Use of the data records has been expanded to other units to monitor falls. These data help track injuries and provide information to team members to modify plans of care. Hip protectors were purchased and used by select individuals with excellent results. A reduction in injuries has been noted and additional protectors are being recommended. Training on fall prevention, including the Facing Forward approach, continues to be implemented in the Certified Aide Instructional Program for newly hired Resident Care Technicians, General Orientation for all newly hired staff, and annual apartment conferences for all unit staff. The safety videotape and Administrative Order 3.31-Safety Issues were updated. Five new posters were designed and distributed as reminders for unit staff to follow safety guidelines.

### **Nursing Retention/Recruitment Efforts**

Efforts to recruit and retain qualified nursing staff included:

- Nursing Satisfaction Survey Results ( August 2003)
- Redesigning Workloads- Healthworcs Consultant (Nov. 2003)
- Repetitive Motion Study (Dec. 2003)
- Streamlining Documentation Project Team
- Career Progression Programs
- Student Nurse Clinical Experiences
- Committee/Project Team Participation for Nursing
- Systems Management Team Participation
- Continuing Education Offerings/Professional Development (ongoing)
- Advertising in newspapers, journals, job fairs, Internet, etc. (ongoing)

The Nursing Satisfaction Survey was completed in 2003 by 84 nurses with survey results noting the following areas for improvement: better wages, decrease overtime, increase opportunities for promotion, increase opportunities for professional growth and upgrade clinical skills. Throughout the year, special project teams have utilized these results while studying ways to improve recruitment strategies, retention factors, re-designing workloads, career ladder initiatives, and reduction of nursing documentation duplication. Special Project Teams have included: Streamlining Documentation, Nursing Satisfaction Survey, Preceptor/Mentoring Program, Enteral Feeding Pilots, Re-Designing Workloads and Career Progression -RN/LPN Stipend Programs.

### **Quality Improvement Activities**

Nursing Services monitors medication error statistics, accident/injuries, assists with quarterly active treatment/infection control surveys and studies strategies to improve nursing documentation, nutrition monitoring, pain management, reduce nurse injuries related to repetitive motion, standardize oxygen concentrator use, and improve cross shift /Charge report. Quality improvement initiatives over the past year included:

- **Medication Errors:** Medication errors are reviewed at the time of the error, with the Unit Director or NC3 and monthly by the Director of Nursing and Medication Error Committee. Problem solving approaches are discussed with each nurse involved. Error rates continue to be low as compared to national statistics. Follow up and prevention strategies are

shared with medical, nursing and pharmacy staff as appropriate. Medication observations/audits of nursing staff administration of medications continue as an improvement tool.

- **Drug Security:** The keyless medication carts have improved the drug security system and tracking of nurse entry. Computer data continues to be collected and nursing practices evaluated. Nursing documentation and medication cart security are routinely audited with feedback to nursing staff.
- **Pain Management:** The pain assessment tool was developed and continues to be utilized to identify baseline assessments and specific data related to pain/comfort management effectiveness. Baseline information has been collected /reviewed at each individual's annual review and recorded on the tool. Pain assessment was added to the Incident Report form in the Nursing Assessment section. Data collected related to acute and chronic pain episodes and filed in the new Pain Management section of the chart. Additional training on use of the data collection tools and learning opportunities regarding the topic of pain management continue.
- **Infection Control/Living Unit Audits:** Infection control surveillance activities are conducted in each living unit with feedback provided to improve infection control and safe work practices. Initial and follow up visits are provided by the Infection Control Nursing Specialist to ensure regulatory compliance.
- **Nutritionally at Risk (NAR):** Protocols, standardized guidelines and written tools for teams to use as reference when identifying someone at risk for nutritional problems have been developed and utilized. Nursing forms and screening tools were developed and shared with Administrative Staff, QMRPs, NC3s, Medical Staff, Therapy Staff, Dietitians and other members of the unit teams. Written materials were distributed for reference and a PowerPoint presentation developed for training purposes. The reference manual has materials for teams to use to meet regulatory compliance and ensure quality of care related to nutritional monitoring. The University of Wisconsin- Certified Public Managers Program recognized the "Nutritionally at Risk" Project as one of the eight best projects for the year and was selected to be published in the "Profile of Excellence" monograph. Data are collected to monitor weights to ensure prompt identification and a team approach to treat nutritional problems. At this time, no one meets the definition of "Nutritionally at Risk."
- **Oxygen Concentrator Task Force Team:** The IC/QI Specialist met routinely with this team to review policies/procedures, documentation and problem solve issues related to use of oxygen concentrators. Respiratory policy and procedures were revised to include the addition of lapel badges to be worn whenever oxygen is removed from an individual. Unit teams have been involved in problem solving ways to educate staff regarding oxygen equipment, usage and safety. A videotape/computer program and script are being developed to promote staff education and ensure continuous oxygen delivery. The videotape/computer program is projected to be completed in August 2004.
- **Repetitive Motion Study:** Two Engineering students from the University of Wisconsin provided consultation during Fall 2003 related to repetitive motion injuries to nurses. The high volume of medications administered on a daily basis at CWC puts the nursing staff at high risk for repetitive motion injuries. The students conducted job analyses and surveyed nursing staff. The consulting team identified the following recommendations: packaging

medications differently, use of tools to help open medications, preventative maintenance for cleaning medication cart wheels, use of motorized medication carts, reduce weight of cart and use of the Silent Knight pill crusher. Follow up continues with Nursing Services, PT Department, Facility Services and Pharmacy related to the project's recommendations. Twenty pill crushers have been purchased for use and training continues to be provided to nursing staff.

- **Cross-Shift/Charge Report:** Nursing and Resident Living continue to study ways to improve the process for cross-shift report/rounds. The Nursing Charge Report format was modified and piloted this Spring. Customized reports, tracking events over time, and summaries are now possible with the new computer program. Center-wide data regarding changes in health status are documented each shift and accessible to Physicians, Social Workers and Administrative Staff. Staff feedback regarding the value of this communication tool has been positive. The Charge Report will be available to more staff by Fall 2004.

## **Peer Crisis Intervention Program**

### **PROGRAM HIGHLIGHTS**

During the past year, approximately 165 employees voluntarily participated in services offered by the Peer Crisis Intervention (PCI) program. The objective of the program is to offer group support, assistance, and education to staff who have experienced job-related and/or other potentially traumatic events that effect the work environment.

PCI volunteers conducted eleven defusing sessions related to four separate incidents. Follow-up contacts are made with individuals when needed. Three informal contacts were made through phone calls and one on one meetings, as requested.

In addition to providing emotional support to employees, PCI volunteers also discuss the grieving process, normal reactions to critical incidents, and strategies for coping with stress. Handouts and brochures are available for staff at the defusing sessions.

The nine PCI volunteers met twice to discuss ways to improve this service for employees, review of program materials, and continue planning for recruitment and training of additional volunteers. PCI Coordinators consulted with the Administrative Liaison and the CWC Director regarding integration with the systems team approach and meeting program needs during the next year.

## **Pharmacy Services**

### **PROGRAM HIGHLIGHTS**

The Pharmacy Department employs one full time registered pharmacist as director, 3.2 registered staff pharmacists, and four pharmacy technicians. Hours of operation are from 7:30 AM to 4:00 PM daily, Monday through Friday. Pharmacy services are provided in CWC living units and in the CWC-Short Term Care Unit.

The Pharmacy department provides and promotes comprehensive pharmaceutical care for the health, safety, and comfort of people living at CWC, their families, and staff. The department helps individuals residing at the Center receive optimal care by ensuring safe and appropriate use of pharmaceutical products. Pharmacy Department Services include:

#### **Distribution of all Medications**

- ◆ Procurement and management of pharmaceutical inventory
- ◆ Direct control, packaging and distribution of all medications
- ◆ Preparation of extemporaneous pharmaceutical preparations

#### **Clinical Reviews**

- ◆ Review of all medication orders for allergies, proper drug use, dose, dosage form, dosage regimen, and route of medication; drug-drug, food-drug, drug-tube feeding, and drug-lab interactions; adverse reactions, and side effects.
- ◆ Quarterly, comprehensive medication reviews with appropriate recommendations to the interdisciplinary team.
- ◆ Provision of pharmaceutical information to healthcare professionals and guardians.

#### **Consultative Services**

Pharmacists provide regular consultations to individuals upon admission to the Short-Term Care Unit and at Integrated Behavior Reviews. These consultations include recommendations for alternate medications, dosage adjustments, and changes in administration times to reduce complexities. Pharmacists utilize the Dyskinesia Identification System: Condensed User Scale (DISCUS) to directly monitor residents whose medication regimen puts them at risk for tardive dyskinesia.

#### **Pharmacy Student Program**

Pharmacists provide training to Doctor of Pharmacy students through an 8 week Advanced Pharmaceutical Care Clerkship. The Center became an Experiential Education Site for the University of Wisconsin School of Pharmacy in May 2001. Students are involved in a variety of activities including interdisciplinary team functions and formulary development.

#### **Pharmacy and Therapeutics Committee (P&T)**

The Pharmacy Director serves as the chairperson for this twelve member interdisciplinary advisory committee, which represents the official organizational line of communication and liaison between medical, pharmacy, and other healthcare staff. It develops and implements broad professional policies relating to drugs at CWC, including their evaluation or appraisal, selection, procurement, storage, distribution, and safe use within the formulary system.

#### **Medication Distribution Task Force (MDTF)**

This four member interdisciplinary team is a subcommittee of P&T. This group serves as a board of consultants in matters relating to medication distribution. They then make recommendations based on observations and data collection to P&T, helping to ensure an efficient and safe medication distribution system.

#### **Controlled Substance Committee**

The controlled substance committee is an interdisciplinary subcommittee of P&T whose primary purpose is to identify current problems with storage, distribution, and documentation of controlled substances throughout the Center. The group then recommends policies and

procedures that will ensure effective care and minimize the potential for diversion in accordance with State and Federal regulations.

#### **Medication Error Evaluation Group**

This four member interdisciplinary team is a P&T subcommittee for review of all medication errors. The group identifies root causes and makes recommendations to P&T to prevent future errors.

#### **Medication Technology Task Force (MTTF)**

This ten member interdisciplinary team is a subcommittee of P&T. Team members are from pharmacy, nursing, medical records, respiratory therapy, IS Department, business office, and the medical staff. The purpose of the group is to identify new technologies that will improve documentation, efficiencies, and cost effectiveness within the medication system.

#### **Quality Improvement Activities**

Pharmacists provide ongoing consultation in all areas of medication therapy and distribution. They participate in interdisciplinary team functions and provide recommendations in areas of behavior intervention, pain management, nursing medication policies and procedures, emergency care, and medical audits. Quality improvement studies are conducted to help identify "best practices" that will ultimately result in cost containment. Studies are also conducted in areas of distribution to identify ways to improve the systems of medication labeling, delivery, and security.

#### **Publications**

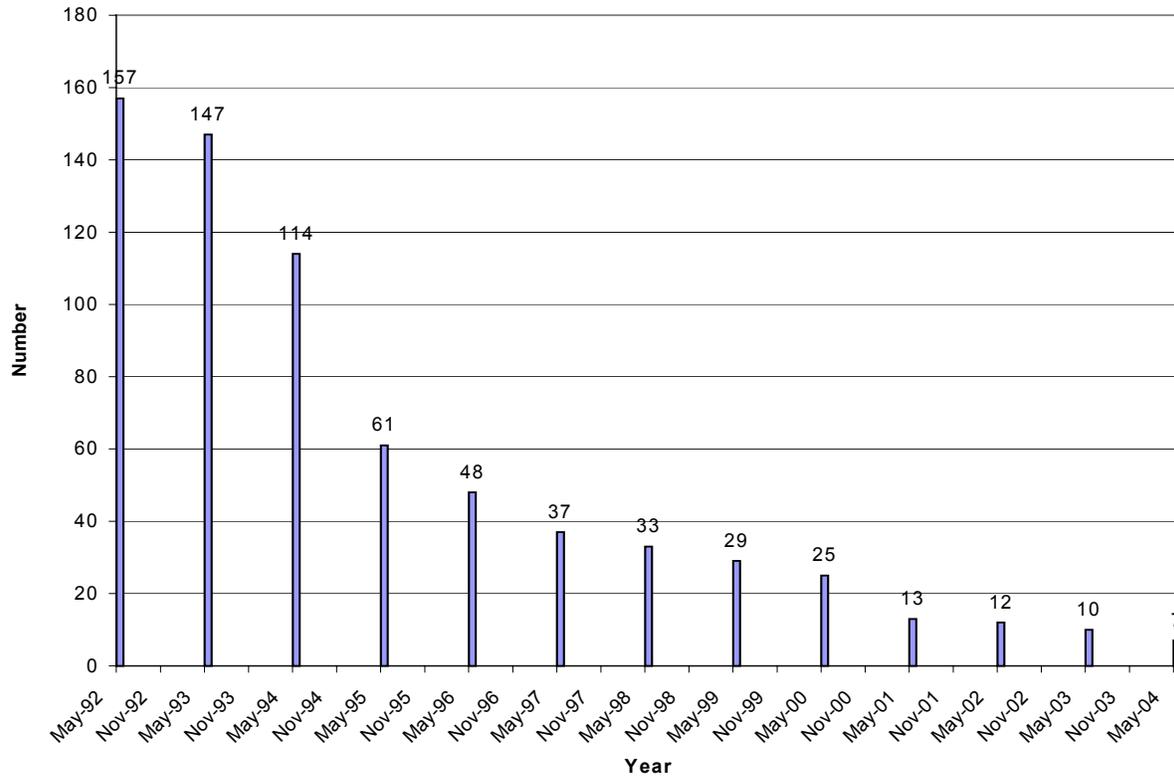
The department, in conjunction with P&T, is responsible for revising and publishing the "Formulary". The "Formulary" is a continually revised list of pharmaceuticals and medication related policies, procedures, and information that represents the clinical judgement of the physicians, pharmacists, and other health care professionals in the diagnosis and/or treatment of disease and promotion of health. The Pharmacy Director is working with Data Center staff to develop a formulary system database that will soon be available on the Center's Intranet site.

## **Psychological Services**

### **PROGRAM HIGHLIGHTS**

The CWC Psychological Services Department is committed to providing state-of-the-art support services that maximize the quality of life of the individuals living at the Center. In keeping with this commitment, annual skill and progress assessments are provided for all individuals living at CWC, and behavior intervention services are provided for each individual who has been identified by their interdisciplinary team as in need of behavior support services. In addition, community technical assistance and workshops are provided to support individuals with developmental disabilities currently living in community settings. Psychological Service Department staff serve in the Employee Assistance Program and as Peer Intervention Counselors.

The Psychological Services Department consists of the Director of Psychological/Program Services, eight Psychologists/Associates (6.7 FTE), and five Psychological Service Assistants (5.0 FTE).

**TABLE V****Individuals with Behavior Restraint**

Psychological Services Department initiatives include:

- ◆ Assuring that all behavior intervention plans are derived from a detailed assessment of behavior function.
- ◆ Assuring that all behavior intervention plans have functionally equivalent replacement behaviors that can be substituted for the identified problem behavior.
- ◆ Providing direct training to help individuals acquire functional replacement behaviors.
- ◆ Providing assessment and monitoring of all individuals who are at risk for accidental or intentional ingestion of nonnutritive substances.
- ◆ Providing reliable data on the incidence of peer to peer aggression and developing recommendations for reducing peer aggression.
- ◆ Developing interventions that can reduce the need for restraint usage (see graph).
- ◆ Providing competency-based training and algorithms to facilitate the comprehension of intervention procedures.
- ◆ Monitoring the implementation of Individual Behavior Intervention Programs (IBIPs) to assure accuracy, consistency, and effectiveness.
- ◆ Promoting integration of medical, psychiatric and psychological services for individuals with problem behaviors through an integrated review and planning process referred to as Integrated Bio-behavioral Reviews.
- ◆ Continually updating and refining training curriculums for new employees.
- ◆ Integrating Psychological Services across CWC's short-term care programs.
- ◆ Identifying ways to reduce staff injuries stemming from aggressive behavior demonstrated by individuals living at CWC.
- ◆ Assessing adaptive behavior and cognitive skills to assist interdisciplinary teams in identifying appropriate learning objectives for the people living at CWC.
- ◆ Supporting the organization's efforts at quality improvement through implementation of a "systems" focused model.
- ◆ Provide training in the Personal Safety Techniques utilized by CWC employees.

# Qualified Mental Retardation Professional

## **PROGRAM HIGHLIGHTS**

Qualified Mental Retardation Professionals (QMRPs) are the case managers and primary advocates for the individuals who live at Central Wisconsin Center. QMRPs are responsible for developing, coordinating, integrating and monitoring Individual Program Plans (IPPs) to assure quality outcomes consistent with treatment approaches.

The QMRP Department provides consultation and training services for other public and private facilities throughout the State of Wisconsin. In addition, the CWC QMRP Department has taken a leadership role in improving the communication and sharing of information among all QMRPs in Wisconsin. The CWC QMRP Department has coordinated and hosted a number of state wide QMRP Conferences at Central Wisconsin Center in the previous years.

The QMRP Department has an ongoing commitment to improve the quality of life for the people who live at CWC. There are presently fourteen QMRPs on staff at CWC. The average caseload per QMRP is approximately twenty-five individuals.

## **Rehabilitation Services**

### **PROGRAM HIGHLIGHTS**

#### **Organization**

The Rehabilitation Services Department provides Physical Therapy, Occupational Therapy, Respiratory Therapy, and Rehab Technology services to persons living at Central Wisconsin Center. The Department consists of the Director of Rehabilitation Services, 8.9 physical therapy positions, one physical therapy assistant, 9.75 occupational therapy positions, 3.85 occupational therapy assistants, seven respiratory therapy positions, and seven orthopedic appliance technicians.

In its twelfth year as a Wisconsin Medical Assistance (MA) Provider, CWC obtained \$41,016.70 in MA reimbursements, which are billed and reimbursed on a calendar year basis. Medical Assistance is billed for the splint devices used at CWC and the seating systems and splint devices for outpatient clients. Private insurance, if available, continues to be billed for all adaptive equipment for both CWC and outpatients. Income obtained from private insurance in the last fiscal year was \$8,270.00.

### **CWC Services**

#### **Therapy Services**

The Rehabilitation Services Department continues to provide quality physical, occupational, and respiratory therapy services to people who live at Central Wisconsin Center and those admitted through the Short-Term Care Unit and Short-Term Admissions Program.

**TABLE VI**  
**Therapy Services**

	Occupational Therapy	Physical Therapy	Respiratory Therapy
Service Provided	FY 04	FY 04	FY 04
Short-Term Care – Active	3	3	28
Completed Referral	185	181	33
Consult	182	182	
Referral Received	180	184	35
CWC – Active	123	96	90
CWC – Completed Referral	361	370	88
CWC – Referral Consult	355	385	
CWC – Referral Received	362	368	87

**Rehabilitation Technology Services**

The Rehabilitation Technology Laboratory provides seating systems, positioners, and orthoses for people residing at Central Wisconsin Center. The Lab continues to provide services to individuals who reside in the community on an inpatient and outpatient basis. Prior authorizations for seating systems/wheelchairs were submitted for 19 clients.

**TABLE VII**  
**Rehab Lab Orders Completed**

	Rehab. Orders Completed
	FY 04
Miscellaneous	1244
Orthoses	27
Seated Positioning Systems	54
Prone Positioners	9
Sidelyers	1
Supine Positioners	3
Seating Systems/Orthoses - SCU	27
Miscellaneous SCU	109
Orthoses/SCU	6
<b>TOTALS</b>	<b>1480</b>

SCU = Short-term Care Unit

## **Student Training Programs**

### **Occupational Therapy Student Program**

Occupational Therapy provides training for individuals who are enrolled in occupational therapy and occupational therapy assistant programs. Over the past fiscal year, a total of four Level II occupational therapy interns completed 12-week affiliations. Three Level I occupational therapy students completed a 20-hour practicum and one Level I occupational therapy student completed a 40-hour practicum. Four students successfully completed their Level II internship and four students successfully complete their Level I internships. In addition, the student coordinator presented lectures on Oral Motor Development to occupational therapy interns in their third semester of study at Madison Area Technical College.

Contracts for student affiliations remain in effect with the following schools: University of Wisconsin-Madison, Western Michigan University, Mount Mary College, Washington University, Quinnipiac College, St. Ambrose College, Concordia University, Madison Area Technical College, University of Minnesota, and the University of Wisconsin-Milwaukee.

Nine therapists, in addition to the Clinical Student Coordinator, have been nominated for preceptorships from the University of Wisconsin-Madison.

### **Physical Therapy Student Program**

Physical therapy continues to provide training for physical therapy and physical therapy assistant interns. Thirteen physical therapy students have participated in the training program, including four interns for eight weeks, three interns for seven weeks, one intern for five weeks, three interns for four weeks, one intern for two weeks and one physical therapy assistant for 4-weeks. Thirteen physical therapy interns successfully completed clinical affiliations.

Contracts for student affiliations were renewed or remain in effect with the following schools: University of Wisconsin-Madison, Marquette University, Washington University, Northwestern University, Mayo School of Health Related Sciences, Finch University/Chicago Medical School, Concordia University, Maryville University, Quinnipiac College, Carroll College and Blackhawk Technical College's Physical Therapy Assistant Program.

Ten therapists, in addition to the Clinical Student Supervisor, have been nominated for preceptorships from the University of Wisconsin-Madison.

### **Respiratory Therapy Student Program**

From September 2003 through December 2003, 11 second-year Madison Area Technical College Respiratory Therapy students participated in the Respiratory Therapy Program. Each student spent one day observing and assisting the respiratory therapists. The contract with Madison Area Technical College, to provide this one-day clinical observation practicum, has been renewed.

### **Services Provided to Community Agencies**

Occupational Therapy, Physical Therapy, and Respiratory Therapy spent a total of 801.5 hours providing training and consultation to: Madison Public Schools, parents, guardians, and individuals involved in placement and planning issues, University of Wisconsin-Hospital and Clinics during swallow studies, Botox and orthopedic appointments, sheltered workshops, and bus companies.

### **Services Provided to CWC Staff**

Physical Therapy, Occupational Therapy and Respiratory Therapy continue to provide training to staff at Central Wisconsin Center. Over the past fiscal year therapists have spent a total of 587.5 hours in Staff Training and Development, offering training sessions during the certified nursing assistant classes. Four hundred and seven hours have been spent training RCTs on individual occupational therapy, physical therapy, and respiratory therapy client goals and programs to be carried out in the various apartments. The majority of the time was spent on competency based training. In addition, a total of 126.5 hours of training have been provided to UW Rehabilitation Medicine Physicians, RNs, LPNs, program staff, teachers, and new Rehabilitation Department employees.

### **Projects and Training**

#### **Assistive Technology Resource Center (ATRC)**

The Assistive Technology Resource Center offers evaluation by a speech pathologist and occupational therapist. The purpose of the evaluation is to match resident needs and ability with switches and communication devices. The goal is to increase independence and ability to control the environment. In addition, the Assistive Technology Resource Center includes a library where residents can borrow equipment to try in their apartment. The ATRC committee is in the process of developing a picture catalogue of all the equipment available, this catalogue will be distributed to all apartments.

#### **Resident Care Technician (RCT) Training Committee**

The purpose of this committee is to make recommendations for training RCTs in order to promote RCT safety and competency in occupational and physical therapy apartment issues. The committee has developed a RCT Apartment Competency Check-off List which is currently in use. The committee has reviewed the RCT apartment training program, identified problems with the program, and made recommendations to improve the efficiency and effectiveness of the check-off process.

#### **Staff Training and Development**

Occupational and Physical Therapy staff was involved in the development of the proposed changes to the CIP/CNA training. Lectures/labs have been developed, reformatted and revised based on these changes. New lesson plans were developed for all classes.

#### **Transportation Committee**

The transportation committee has been meeting every two to three months. The main issues that the committee has addressed over the past year have been the problems encountered during the transportation of people who live at Central Wisconsin Center. Training for bus companies is done when new people who start an off grounds program, otherwise ongoing training is done by the individual bus company. The committee has addressed ways to handle maladaptive behaviors and to prevent resident injury.

#### **Prevention of Falls**

The major accomplishments of the Prevention of Falls Committee during the last fiscal year include:

- Completion of the Face Forward and Focused for Falls Prevention Video. The Video has been distributed to and viewed by all living units.
- Construction of new safety posters to compliment the information provided on the new video. The posters define Face Forward and Focused at the bedside and bath station and

how to implement Face Forward and Focused. There are also 2 posters on bedrail safety. Each poster will be on every living unit for 2 months.

- Two books of fall data on Hipsavers (designed to prevent injury during a fall) have been compiled. The number of falls of residents who are wearing Hipsavers is calculated quarterly and a report is written and distributed.
- Two new styles of Hipsavers have been implemented. Hipsavers are designed to prevent injury during a fall.
- The committee continues to keep up to date on the current tests and professional literature regarding fall prevention.

### **User Friendly Committee**

The committee was created in January of 2004 following a general feeling that OT/PT reports/recommendations were not being followed by apartment staff. A group of occupational and physical therapists gathered to discuss how to make the information contained in occupational and physical therapy reports/recommendations more user – friendly (easier and less time consuming for staff to read), with the goal of improving compliance in following OT/PT recommendations.

The committee chair attended two writing courses offered through the state to assist in procedural writing for staff from multiple background and individuals with English as a second language. This information was brought back to the group and discussed. Following committee discussion, group members have been trying different formatting when writing recommendations to see which formats would be the easiest to read and follow.

### **Assessment Committee**

The assessment committee reviewed all the assessment tools that are currently being used by the occupational and physical therapists at Central Wisconsin Center. The committee selected certain assessment tools. The recommended assessment tools and equipment needed to administer the tools were purchased, list of available tools and equipment was distributed to all physical and occupational therapists.

### **Food Consistency for Snacks, Special Meals and Off Grounds Outings**

The Food Consistency for Snacks, Special Meals and Off Grounds Outings Committee was created to insure that all the snacks, special meals, and meals offered during off grounds outings were the proper consistency. The committee took a poll of resident care technicians and program staff to compile a list of the snacks that are currently being offered. The committee analyzed the list and divided the list into four stages based on the consistency of the item. These stages are called Snack List Consistency Stage I, II, III and IV. After the snack list consistency stages were compiled, the occupational therapist in consultation with the dietitian assigned all residents to a snack list stage based on oral motor ability. All apartment, program staff, and off ground program areas have been trained on the use of the snack list. In conjunction with the snack lists, the occupational therapy department trained all recreation and adult program staff on the proper way to blend foods for special meals and community outings.

### **Use of Spoons Committee**

The Use of Spoons Committee made recommendations regarding the types of spoons to be used during Center-wide special events and medication passes. The committee recommended that plastic disposable spoons not be used at any time. The disposable spoons were replaced with brown unbreakable spoons. These spoons will be kept by the recreation department and are re-usable. If a resident needs an adaptive spoon staff will be responsible for bringing that

spoon to the special event. Adaptive spoons and spoons for medication passes will be kept on the unit.

## **Ergonomic Projects**

### **Evaluation of traffic patterns in the tunnels**

Staff from Rehab Services together with the Risk Management Specialist and two students from the Industrial Engineering Department from the UW-Madison worked on this project. There had been four incidents in the tunnel involving staff and transport equipment in the past two years. Problems that were identified included: increased number of jitneys and bikes; lack of parking space or inappropriate parking space, traffic rules such as right versus left driving, right of way, adhering to stop signs, use by residents for exercise/recreation and use by foster grandparents. Policies and procedures governing the tunnel traffic including the AO had not been updated in years.

The committee developed recommendations, which included a new bike policy. The administrative staff approved the committee's recommendations including the bike policy. The bike policy includes no personal bikes, only department and public bikes. Department supervisors were surveyed for bike needs for their department. Revolution Cycle was awarded the contract to overhaul the CWC bicycles. Half of the CWC seventy bikes have been overhauled and inventoried. The other half of the bikes are currently being worked on. The plan is to have Revolution Cycle overhaul all bikes once a year at the expense of the departments owning the bikes. All bicycles were equipped with bells. Bicycle helmets (20) were purchased for use by staff (voluntary).

Two new bike racks were purchased. There are bike racks outside between buildings 2 and 4, buildings 3 and 5, building 7, Murphy Drive (Murphy Station) and at Food Service. Bike racks inside the buildings are in Murphy Hall basement break room, in Building 7 and in AB basement.

The recommended painting of stop lines at intersections and signs in the tunnel was completed early this year.

The AO regarding the tunnel safety still needs the final approval from the administrative staff. After approval, copies will be posted in the tunnel. Training on tunnel safety has started for all new staff. Training for staff operating motorized vehicles will be completed in the near future.

### **Repetitive Motion Study**

Two Industrial Engineering Students from Professor Smith's UW Madison Industrial Engineering class had agreed to work on the repetitive motion study for nurses. The students had several meetings with CWC staff. They observed nursing staff giving medications and preparing formulas. They developed a questionnaire on procedures and problems and distributed it to 115 nursing staff.

The two students gave their final presentation and recommendations on the project in December 2003. They identified four major areas of causes for repetitive motion injuries: unpacking individually wrapped medications, moving Med Carts, unscrewing medication bottle caps and crushing medications. They made recommendations including procedure changes and new equipment to ease the work procedure. They gave the vendor source and prices for the equipment. They provided information from an Occupational Health and Safety Agency for Healthcare in Vancouver, BC, that is working on the development of a prototype automated pill

crusher and a new medication cart. This agency's test site was a facility similar to ours and with very similar problems.

Recommended ergonomic equipment (pill crushers and tools to unscrew medication bottles) has been purchased and nursing staff have been trained in its use. The Occupational Health and Safety Agency for Healthcare in Vancouver, BC, has been contacted for an update on the commercial availability of the Med Cart they designed. They are still negotiating with companies regarding the fabrication of this equipment. Procedures on maintaining and cleaning the medication carts have been implemented. Different ideas and procedures are being pursued regarding the unpacking of individually wrapped medications and the use and storage of liquid medications on the Med Carts.

## **Work Injury Management Program**

### **Work Capacity Screenings**

A total of 272 Work Capacity Screenings were completed. Two-hundred and fifty individuals passed and 22 failed.

### **Work Conditioning Program**

The work-conditioning program designed to prepare employees for return to work following an injury, served 13 individuals. Nine returned to full work capacity, two were already at full work capacity and two were referred to a full day community work program.

### **Ergonomic Task Forces**

The Ergonomic Task Force is designed to assist staff in creating an ergonomically appropriate work environment to prevent staff injuries. Several Ergonomic Task Forces continue to meet on a bimonthly basis to address concerns. The Center-wide Task Force meets monthly.

### **Job Site Analyses**

Sixteen job site analyses were completed. Most of the job site analyses involved seating arrangements on computer stations; other classifications completed included Food Service. Environmental modifications and equipment suggestions were provided.

All employees who have filed an incident report due to an ergonomic related problem, whether or not it results in a worker's compensation claim, are being provided with 1:1 job analysis. Included in the analysis is a review of the injury, job hazards, body mechanics, and other issues related to preventing a reoccurrence of the problem.

### **Preventive Fitness Program**

This aspect of the work injury management program provides individualized preventative exercise programs to employees who feel they demonstrate areas of weakness in flexibility, strength, endurance or overall poor physical conditioning. A total of 2308 hours were spent on preventative exercises.

The Fitness Newsletter continues to be published monthly on the Web and is attached to the Daily Administrative Bulletin. This is produced in conjunction with the Employee Health nurse.

Three more sessions of the Personal Fitness Program were offered to any interested CWC employee during the past fiscal year. The program provided four 1-hour consultations with a certified trainer and one 15-minute consultation with a registered dietician. The program was

funded with CWC workers' compensation savings and DHFS risk management funds in addition to a \$20 employee enrollment fee. Fifty-six employees participated in the program.

Yoga classes were offered for the first time in this fiscal year. A total of 26 employees participated in winter classes and 11 participated in a spring session.

The "Gear Up and Get Healthy" program was supported with 5 exercise room orientation sessions and 2 subsequent individualized employee orientations.

### **Equipment**

Equipment purchases were based on suggestions from the Center-Wide Task Force. Equipment purchased from the Worker's Compensation Funds includes: Randy Trainer, Lab Safety Mats, Beds, Mity Lite tables, Caged Ladder, Pill Crusher, Medication Decapper, 20 punch openers, Bike Grips for the punch openers, Asbestos removal supplies, Hand splints, Doors and Paint for the tunnel.

### **Research**

The information in the work injury database is up to date. Request can be made to the IS Department for queries to get certain information. A listing of all incident reports has been entered into Word and is updated on a weekly basis to provide injury information to supervisors. This began in October 2001. Summaries of this information are available as well. Graphs of employee injuries each quarter by living unit and by cause of injury have been created and are being used to identify trends and pinpoint areas to focus injury reduction efforts. Work Injury Management staff have spent 54 hours over the past fiscal year keeping this injury information updated.

## **Religious Services**

### **PROGRAM HIGHLIGHTS**

The Chaplain provides pastoral care and support to the individuals who live at CWC, those hospitalized, their families, and CWC staff. Worship services, spirituality groups, memorial services, sacraments, pastoral and grief counseling, and meditation materials are offered on an ongoing basis. Projects initiated during the past year include contacts with Madison Urban Ministry and a presentation done at the Madison Area Chaplains group on "Healing Touch". Ongoing projects include fellowship following worship on special occasions, visits including worship opportunities at CWC by local church groups, and continued community outreach. The Chaplain works with UW Hospital to provide hospital visits and to act as a liaison between the hospital and CWC. As a means of furthering community outreach, community pastors and agencies have provided backup services for CWC in the absence of the Chaplain.

# Resident Living

## PROGRAM HIGHLIGHTS

Resident Living provides programs and services to 333 individuals living in seven living units at the Center. The primary focus of resident living personnel is to assist individuals to participate in daily living activities, leisure activities, and structured programs.

The individuals who live at Central Center participate in structured programs throughout the day either in the community or on campus. Resident Care Technicians (RCTs) provide leisure activities three to four times per day. Individuals participate in a wide variety of activities including music, craft projects, reading, board games, grooming, gardening, sports, holiday themes, and sensory stimulation. Individuals also participate in living unit special events as well as Center-wide special events.

Initiatives within Resident Living include:

- Air Handler replacement and bathroom remodeling has been completed.
- Dayroom upgrades were made in apartments 2C, 4B, and 4C.
- An electrical upgrade project for several living units is in progress. This project will allow for additional electrical outlets in the apartments.
- Assess injury trends and identify strategies to reduce these injuries for both the people living at CWC and employees.
- Work with ST&D to refine training schedules for Resident Care Technicians.
- Work with labor on initiatives that improve retention and work practices.
- Initiate the 360-degree supervisory feedback survey to provide information to determine training needs for supervisors.

# Social Services

## PROGRAM HIGHLIGHTS

Social Work staff is the primary contact for guardians of individuals living at Central Center. Social workers advocate for the best interests of the people who live at CWC, their families and their guardians. Social workers are responsible for keeping guardians informed regarding changes in health status or treatment programs. The social worker assures parent or guardian participation as part of the CWC treatment team's decision making process for each individual. Social worker staff facilitate guardian consents for release of information, immunizations, medications, medical treatments, and treatment programs.

Social workers are the primary liaison between CWC and county human service department case managers, Madison public schools teachers, and other community agencies serving individuals living at Central Center. Social work staff assists guardian *ad litem*s by providing information for the annual WATTS review for individuals age 14 and older who are protectively placed at the Center to ensure each individual continues to live in the least restrictive environment. Social workers assist county case managers to complete the county protective services yearly review for individuals at the Center.

Social workers are the primary support for families and guardians during sickness, surgery, terminal illness, and death. They facilitate meetings and an exchange of information between medical staff, families, and other CWC staff. They assist with grief counseling. The social worker assists with arranging memorial services and the coordination of the purchase of memorial items requested by the family or guardian. They encourage and assist guardians in establishing advanced funeral arrangements and assist with the financial aspects of the transaction.

### ***Annual Family Picnic***



***Fun at the Picnic***



***The CWC Band Entertains***



***Chef Randy***



***Capital City Band Entertains at the Annual Family Picnic***

Social workers arrange for guardians to participate in the annual program review via a conference call. The opportunity for a conference call permits those parents and guardians who live a great distance from the Center to actively take part as a care and treatment team member and to ask questions and offer their suggestions.

The guardian apartment, located in the short-term care unit, continues to be used by families that must travel long distances to visit. In some cases, social workers also arrange for payment of travel expenses from individual personal accounts when requested by the guardian. Social workers also assist with various aspects of purchasing items for people who

live at CWC. The guardian is always contacted for consent for major monetary purchases above \$100.

The CWC Social Services Department consists of six staff with an average caseload of approximately 65 individuals. All CWC social workers meet the certification requirements established by the State of Wisconsin Licensing Board. They continue to participate in continuing education coursework to fulfill the ongoing certification requirements.



***Bucky Badger  
Visits the Picnic***



## **Staff Training and Development**

### **PROGRAM HIGHLIGHTS**

Staff Training and Development (ST&D) is a shared effort by all Central Wisconsin Center (CWC) staff. Utilizing the interdisciplinary approach, staff actively teach, learn, and work together. Clinical service areas and apartment staff develop and present training offerings independently and cooperatively with the Staff Training Department.

#### **Best Practices**

Staff Training and Development continues to coordinate routine meetings of the Department of Disabilities and Elderly Services (DDES) and Bethesda Lutheran Home Staff Training Primary Nurse Instructors. The purpose of these meetings is to share practices of training and resources.

#### **Cardiopulmonary Resuscitation**

Aligning under the umbrella of the William S. Middleton Memorial Veterans Hospital Community Training Center, CWC continues to provide quality American Heart Association (AHA) Cardio Pulmonary Resuscitation (CPR) training for CWC staff and individuals from the community.

#### **Resident Care Technician (RCT) Competency Education**

Survey results and supervisor input was used when developing the RCT Competency Education Curriculum. Following the review of each self-study module, a skill checklist is completed. This serves as a means of verifying that the RCT is competent to provide

assistance to individuals in a variety of settings. Competency verification is conducted on an annual basis. A second objective is that RCTs will fulfill the criteria to float throughout the Center. Topics addressed include: tracheotomy care, use of the personal humidification device, emergency/respiratory procedures, positioning, mealtime facilitation, transfer using the Arjo lift and Arjo clips, passive range of motion, personal environmental safety, and touch cues.

### **Training Activities**

Major training activities during this year included:

<b><u>TITLE</u></b>	<b><u>LENGTH</u></b>	<b><u>PARTICIPANTS</u></b>
Certified Instructional Program for Community/MMHI	101 hrs.	29
Certified Instructional Program for RCTs	200 hrs.	161
CPR Beginner (AHA Healthcare Provider)	8 hrs.	22
CPR Instructor Course	8 hrs.	2
CPR Renewal (AHA Healthcare Provider)	2 hrs.	120
Heartsaver AED Course Beginner	4 hrs.	45
Heartsaver AED Course Renewal	2 hrs.	27
Instructional Program for CNAs	80 hrs.	58
New Employee Orientation	16-20 hrs.	197
Nursing Orientation		
RN Orientation	692 hrs.	6
LPN Orientation	646 hrs.	8
Nurse Orientation continued		
Charge Nurse Orientation	117 hrs.	1
Additional Charge Office on the job training	83 hrs.	
RCT 2 Course	24 hrs.	30
Success Builders for RCT 2s	8 hrs.	58
Accucheck Training	1 hr.	69
Anti-psychotics with the DD population	1 hr.	54
Approach for Selecting the Optimal Psychotropics for Special Populations	1 hr.	33
Assertiveness Training	16 hrs.	13
Cardio-Respiratory Emergency Drills	1 hr.	64
Cultural Competency Discussion Training Session	3 hrs.	17
Disability and Sexual Violence	3 hrs.	96
Fire Safety	0.75 hrs.	41
Glove Usage, Disposal, Storage	0.5 hrs.	8
HIPPA (video)	0.5 hrs.	4
LPN Workshop "Changes in the Wind"	2 hrs.	46
Pain Management	0.75 hrs.	12
Personal Safety Techniques	1.5-3 hrs.	75
Prophylactic Treatment of Migraine Headaches	1 hr.	38
Safety Awareness Training	1 hr.	2
Stress Management Workshop	3 hrs.	16
Topiratmate Inservice	3 hrs.	31
Van Training/MATC	4 hrs.	16
Your Retirement Funds – Will They Be There When You Need Them?	1 hr.	48

<u>TITLE</u>	<u>LENGTH</u>	<u>PARTICIPANTS</u>
<b>Computer Based Training (Mandatory)</b>		
Bloodborne Pathogens	0.5 hrs.	488
Fire Safety	0.5 hrs.	821
Preventing Abuse, Neglect & Misappropriation of Property	0.5 hrs.	505
<b>Supervisory Training</b>		
CWC New Supervisor Orientation	24 hrs.	9
Dr. Jeckyl or Mr. Hyde: ABC's of Human Emotions	2 hrs.	25
I'm OK, You're OK So What is the Problem? Conflict Resolution	2 hrs.	28
It's Your Choice: The Assertive Option	2 hrs.	23
Me, Myself and I A Management Team	2 hrs.	29
Proactive Approach to Preventing Sexual Abuse	2 hrs.	55
Secretary's Leadership Institute	3 hrs.	26
Sticks and Stones	2 hrs.	25
You Are Making Me So...Irrational Demands	2 hrs.	23
<b>Training and Travel Requests (DCTF 5842)</b>		<b>402</b>

### Community Training Workshops

Workshops presented:

<u>DATE</u>	<u>TITLE</u>	<u>PARTICIPANTS</u>
08/07/03	Aging & Developmental Disabilities: Focus on Down Syndrome and Alzheimer Disease	24
06/16/04	Healthcare Provider (Renewal)	2
04/29/04	Tardive Dyskinesia	14
<b>Total participation</b>		<b>40</b>

## Take Your Child To Work Day

### PROGRAM HIGHLIGHTS

The tenth annual "Take your Child to Work Day" was held on April 22, 2004 in Murphy Commons. There were 16 children in attendance with ages ranging from 10 - 16.

The day's events included four hours of structured activities related to Health, Nutrition, Food Taste Tests, Infection Control, Rehab Technology, and Communication. The youth were also given



the opportunity to participate in recreation activities with the people who live at Central Wisconsin Center.



### ***Learning what your parents do at CWC***

A pizza lunch was provided for all participants and their parents following the morning activities. The participants had the option of spending time learning about their parent's job during the afternoon or returning to school. Feedback was positive and participants look forward to the program every year.



***Pizza was enjoyed by all***

# Therapeutic Recreation

## PROGRAM HIGHLIGHTS

The Therapeutic Recreation (TR) Department provides a wide variety of services and activities that assist people living at CWC. These services assist people to acquire and maintain social, physical, cognitive, and emotional skills through the methods of leisure and play. The services are designed to meet individual needs and interests of people living at the Center through a diversified program of activities, both within the facility and in the community.

Program Goals for Participants:

- ◆ To develop social interaction skills within the context of recreation services
- ◆ To improve and maintain cognitive abilities that will allow effective interactions with his/her environment
- ◆ To develop or increase perceptual motor, functional, organic and kinesthetic skills
- ◆ To increase knowledge of his/her personal recreational and leisure capabilities
- ◆ To provide opportunities for fun, relaxation, and self-expression
- ◆ Integration into community based recreation programs

## *Recreation Department's Halloween Event*





### **Work Areas/Responsibilities**

Currently, the TR department employs 8 therapists and 18 therapy assistants. Staff provide regular scheduled recreational programs to people over the age of 21. TR staff are assigned to each unit.

During the summer months, TR staff enrolls students from Madison Public School into recreational programs. Special Activity Helpers (SAH) are hired during the summer months to assist TR staff in providing an increased number of outdoors and community experiences.

Each staff member provides six hours of contact per day and is responsible for providing the following service areas to the people who live at Central Center: functional intervention (therapy), leisure education, and recreation participation. Services are designed to meet individual needs and interests through a diversified program of activities, both within the facility and in the community. Staff provides recreation and leisure activities as a way to work on essential life skills. Staff integrates client's individual program plan objectives and replacement behavior goals into each program. On a monthly average, the Therapeutic Recreation staff provided approximately 3500 hours of program.

A wide variety of activities are offered throughout the year. These activities include sports, music, board games, aquatics, spirituality, sensori-motor activities, computers, self-image, arts and crafts, money management, horticulture, socialization, leisure, and community experiences.

### **Special Events**

#### **Center Wide Events**

Staff organizes and implements Center-wide and unit special events, including the summer event State Fair, special ethnic and cultural events, special holiday and theme meals, a Halloween Party and Haunted House, Santa Night, CWC Family Picnic, CWC Homecoming, Casino Day, Norway- Ethnic Event, and the Zor Shrine Circus. These events offer a variety of games and activities and have refreshments served for people attending.





**Recreation  
Department  
sponsors  
homecoming  
events at  
CWC**



### Sharing of Talents

The Therapeutic Recreation department provides monthly “Sharing of Talents” events. These Center-wide events are funded through the CWC Service Auxiliary. Area performers provide the entertainment for these events. Entertainment and refreshments are provided. The following chart displays events held:

**TABLE VIII SHARING OF TALENTS EVENTS**

<b>MONTH, YEAR</b>	<b>EVENT</b>	<b>Unit Sponsor</b>	<b>NATURE OF PERFORMANCE</b>
July 2003	Wayne the Wizard	Therapeutic Recreation	Magician
August 2003	Under the Surface	O'Donnell Hall	High Energy Rock Band
September 2003	Monona Grove Dance Squad	Therapeutic Recreation	Cheerleading Activity
	CWC Marching Band- Homecoming Event	Music Therapy	Parade Event
	Henry Vilas Zoo- Ed ZOO Cation	Living Unit 1	Animal presentation/ interaction with variety of animals
October 2003	Marci and the Highlights	CWC	Rock N Roll band
December 2003	Sesquezeccentennial Accordion Band	Arthur Hall	Accordion Band
January 2004	Tangled Up In Blue	Murphy Hall	Live Vocal Performance - A Cappella
March 2004	CWC Music Therapy Band	Music Therapy	St. Patrick's Hooley Event
April 2004	Dan Naumann- Hits from the 30's, 40's, and 50's	Murphy Hall	Sing Along-
May 2004	Linda Schwartz and Rachel Dahl	LU1	Concert featuring music played on the marimba and piano.
June 2004	Sing Along with Karen Wickham	Gee Hall	Karaoke

### **Camping**

Staff in the TR department provided a camping trip for people living at CWC. With combined efforts from staff in the Vocational Services Department several people living at CWC were able to partake in camping adventures held at MacKenzie Environmental Resident Center. The campers were able to enjoy the great outdoors; educational sessions were provided to assist the group in learning about nature. Food and mealtime activities are also a highlight of this activity. This is a yearly tradition and all participants enjoy this event.

### **Money Management**

The Therapeutic Recreation Department continues to plan and provide people living at CWC increased opportunities to spend personal funds. These opportunities are offered on daily trips to local shopping centers and restaurants and at CWC, e.g. the General Store, vending machines, and book sales etc. These outings have provided participants opportunities to purchase personal items to be used during leisure time, and to personalize spaces.

Individuals living at CWC now have frequent opportunities to be present when personal funds are spent on clothing, leisure items, and/or room décor. Those who are unable to travel away from CWC due to health reasons are able to shop at the General Store for these items.

## **New Programs**

### **Great Outdoors**

During the past year, staff in the Therapeutic Recreation department have taken inventory of all outdoor equipment and furniture in the outdoor areas of each unit. This inventory has provided the department a method to determine if the unit requires additional equipment, if general repairs are required and other safety and activity related concerns were noted. Several Work Orders have been completed and the people who live at CWC have benefited from the enhanced areas outdoors.

Beginning this spring, both participant and staff have benefited from "Mosquito Magnets" purchased by the Center. Working with Environmental Services and Facility Services several of these units have been strategically placed to combat mosquitoes. Also new this summer, Environmental Services has contacted a pest control company to further aid in this concern. A representative from this company toured CWC grounds and provided recommendations for pest (mosquito and bee/hornet) control. A schedule for spraying our grounds was put together to benefit the people who live and work at CWC and to further assist in increasing outdoor activities.

The Great Outdoors project team worked with the TR department and Resident Living to determine outdoor equipment and furniture needs. Several items were purchased to enhance outdoor activities, examples include: tables, benches, shade units, portable shelters, landscaping rocks and bricks, outdoor shelving units, and activity/garden equipment. With the purchase of these items, more people were provided outdoor activity, which greatly improved their quality of life.

### **Living Unit Six Program**

Beginning in May of 2004, the Adult Programs began to utilize this vacated unit for client programs. This is a growing program, and plans are to have this program increase to up to 30 participants by 2005. Currently there are 11 participants in the recreation component of the program.

The program offers people who live at CWC an opportunity to meet new people while participating in a program away from his/her living unit. The program serves as a transition from Center programs to community and off-campus programs. The program has an individualized approach and focuses the activities and events on the participant's needs and likes. Participants attend this program from 9:15am – 4:45pm, Monday through Friday.

### **Explorer Scout Program**

Central Center has five participants in the Explorer Scout Program. The scouts meet two evenings each month. One meeting is a business meeting designed to work on badge achievement and the second meeting is a community outing organized by the scouts to work on program objectives. During the summer months the Explorer Scouts participate in two outings per month. The objectives of this program are:

- ◆ Fitness – Improve the mental and emotional abilities of each scout.
- ◆ Career – Awareness of careers through tours, speakers, and demonstrations.
- ◆ Service – Develop within each scout the desire to help others and increase knowledge of the basic rights of others.
- ◆ Social – Enhance social skills through group interactions.
- ◆ Citizenship – Teach scouts about our American heritage and awareness of our local community and government.
- ◆ Outdoors – Increase scout's knowledge of outdoors and ways to protect our environment.

The Explorer Scouts host an annual hot dog sale as fundraisers. Proceeds from the sales are used to pay for annual fees and supplies for the program.

The CWC Explorer Scout Troop has been involved in many activities this past year, including individual art projects, concerts at Olbrich gardens and Vilas Park, pontoon outing, and outings to MATC and Boarders Bookstore. A new activity this year was a trip to KEVA, a sports complex in Middletown WI. The Explorer Scout group was spectators at basketball and soccer games at KEVA. This fulfilled criteria of the sports badge the troop worked on this past year. The Troop made Holiday cards for the veterans at the VA as part of an annual service project.

## **Transportation Services**

### **PROGRAM HIGHLIGHTS**

Staff at Central Wisconsin Center continues to provide individuals a number of leisure/recreational off-campus activities in the Madison Area. Two transit companies provide transportation for community integration and money management trips; they are FocusCorp and Successful Work Options. CWC also maintains a fleet of four wheelchair accessible vans and two fifteen-passenger vans.

The monthly average of regularly scheduled off-ground trips was 110. "Regularly scheduled" is defined as trips that occur on a weekly basis. Additional outings not regularly scheduled are trips that occur on the weekend, and unique trips, e.g., pontoon boat rides, camping, Explorer Scout excursions, concerts and local performances, sporting events and seasonal attractions. The number also does not include trips out of the area community, e.g., attractions and events at Wisconsin Dells, North Freedom Train, various state parks, trips to the attractions and museums throughout Wisconsin.

The Therapeutic Recreation staff provide outings to a greater variety of locations and activities in the community and have been offering a greater number of full day trips to attractions all around the state. Each unit has planned and implemented off campus activities with destinations out of the greater Madison area.

Staff have continued to utilize the TRIPS database to collect community integration information. This database assists with information that pertains to number of outings each individual is offered on a monthly basis and the number of hours he/she spends away from CWC for leisure activities. This database also documents the type of activity/location that was offered on these trips. Staff use the database to track number of outings per participant and to track the variety of destinations.

Four of the five Contracted Day Service Programs currently provide transportation for the individuals residing at CWC who receive year round programs. Central Wisconsin Center contracts with these four agencies: FocusCorp, Inc.; Successful Work Options (SWO); and Madison Area Rehabilitation Centers (MARC East & West) to provide transportation to and from programs. MARC West provides transportation for Pathways.



During the past year, 620 trips were made for medical reasons, such as outpatient appointments, emergency care or hospitalization. Curtis Ambulance Service, Ryan Brothers Ambulance Service, Meister's Special Care Transport, Alift Transportation and State car/van handled these trips.

## **Volunteer Services**

### **PROGRAM HIGHLIGHTS**

The Volunteer Services Program works in conjunction with various community organizations and businesses to provide quality volunteer services for the people who live at CWC.

One of our greatest assets is the CWC Service Auxiliary, a non-profit organization of volunteers, with a voluntary Board of Directors dedicated to improving life opportunities for the people who live at CWC.

Throughout the year the Auxiliary sponsors our “Big Three” Fundraisers as well as the Sharing of Talents and The Thursday Night Volunteer Program. The Auxiliary holds biannual meetings with the Center’s Director, Deputy Director, and Volunteer Services staff to determine the funding of programs, receives reports and updates, and discusses new ideas. The Auxiliary is also a sponsor of the CWC Annual Family Picnic. This group was founded in 1968.

### **Staffing**

The Volunteer Services Department consists of two staff members: the Coordinator of Volunteer Services and a Program Assistant.

### **Volunteers**

Individuals, churches, and groups assisted Central Wisconsin Center this fiscal year. Direct and indirect service volunteers provided 1,620 hours of service to the people who live at CWC. In addition, special event volunteers including companies, churches, schools, and Scouts came throughout the year to assist with events, participate in group tours and learning sessions, provide gifts for special events, decorate for the holidays, and escort people to pre-planned activities.

The Thursday Night Volunteer Program continues to be a success. Volunteer participants included UW Madison students, area high school students, area service clubs, local businesses, and special individuals from the surrounding area. This is a wonderful program that offers tremendous benefits to the clients who are referred to the program. It also serves to bring awareness into the community of the work done at CWC. The volunteers directly participated in structured events with the people who live here. Such events included creating artwork and attending dances, concerts, and shows. Friendships and understanding were created between individuals and our volunteers each semester. Many students chose to return to the program for another semester because they thoroughly enjoy their volunteer experience and understood they make a difference!

All yearly volunteers were invited to attend the annual volunteer awards banquet held in April. Those who attended were recognized for their length of service to Central Center. They were treated to a luncheon at Bridges Golf Course and given a small gift of appreciation. A certificate of service signed by Dr. Theodore Bunck, Director of CWC, was given to those celebrating five, ten, fifteen twenty, and twenty-five years as a Volunteer.

### **The “BIG THREE” Fundraisers**

The first fundraiser project of the year was in February. Our annual “Bowl ‘Em Over” event was held at Bowl-a-Vard Lanes in Madison. This year we had 124 bowlers and raised \$743 for the CWC Service Auxiliary. Businesses from the Madison and surrounding areas donated door prizes. This fundraiser is a big recreational event for CWC staff, family, and friends, and is offered for a very reasonable fee so that many people can participate. We had two volunteers assist us that day.

The second fundraiser of the year was the “CC OPEN” golf event. We raised \$1,502.30 for the CWC Service Auxiliary. The event was held at Bridges Golf Course where we had 55 participants made up of CWC employees, family, and friends. Area businesses donated generously to this event with cash sponsorship and door prizes. Five volunteers came out and helped us organize the day’s activities.

Our last big fundraiser for the year was the “CWC Service Auxiliary Bazaar.” This event is held inside the Center in November. This year’s event had three components: a bazaar with crafts

and raffles, a bake sale, and a luncheon meal of meatball sandwiches, chips, lemonade and coffee. We raised \$1,324 for the CWC Service Auxiliary. It is a very popular holiday event which CWC residents and staff thoroughly enjoy. Many volunteers, including CWC Service Auxiliary members, assisted that day.

Other fundraisers, outreach projects, discount offerings, and socials take place throughout the year. These include:

- ◆ Fireside Discount Coupons
- ◆ Sam's Club Discount Memberships
- ◆ Great America Discount Coupons
- ◆ The Partners in Giving Campaign
- ◆ Tours, Speeches, Presentations
- ◆ Volunteer Fairs
- ◆ CWC Clean-Up Day
- ◆ Take Your Child to Work Day
- ◆ Beautification inside and outside the Center
- ◆ The Annual Family Picnic
- ◆ Campbell's Soup Label Collection (14,000 points were deposited this year)
- ◆ Box Top's For Education Collection (\$210.50 was earned for Cardinal School)
- ◆ The Entertainment Book Sales (\$120 profit was earned for the CWC Service Auxiliary)
- ◆ Noah's Ark Tickets Sales (\$136 profit was earned for the CWC Service Auxiliary)

### **Publications**

*CENTRAL CLIPPER NEWS* - a biannual publication to provide an update on coupon needs and progress.

*HAPPY ADS* – a service to assist people who live and work here in securing and selling items and services. This publication is attached to the CWC Daily Bulletin every payday Friday.

# **COMMUNITY SERVICES PROGRAMS**

**Admission Services**

**Contracted Day Service Program**

**Developmental Evaluation Clinic**

**Outpatient Dental Clinic**

**Short-Term Assessment Program**

**Short-Term Care Unit**

**Transition to Community Living Services**

# Admission Services

## **PROGRAM HIGHLIGHTS**

Admission staff serves and supports individuals with developmental disabilities, their families and community agencies. Admissions case managers arrange admission meetings, discharge staffings, and training sessions for parents, caregivers, and community staff.

The number of referrals to the program continues to increase each year. The services requested this year were more complex and staff intensive.

This year through the Physical Assessment and Evaluation & Treatment programs, a total of 171 individuals were served. Some individuals were served more than one time.

There were no admissions for care and treatment this fiscal year. By definition, "care and treatment" admissions are anticipated to be of a longer duration than the short-term admissions.

### **Physical Assessment Program**

One hundred and forty-seven individuals were provided services this fiscal year. Significant medical, nursing, and therapy concerns are addressed during each one to two week stay. Services provided in this program include dental examination and cleaning; dietary consultation; occupational, physical, speech, respiratory, and recreation therapy assessments; equipment review; and medical evaluations, with laboratory work and immunizations.

Central Center's Rehabilitation Technology Department has made wheelchair-seating systems for a number of former clients. During short-term admissions these systems can be adjusted or modified to meet the changing positioning needs of the individual. New seating systems, AFOs, and hand splints continue to be provided for people in the program.

### **Short Term Care for Evaluation and Treatment**

A total of twenty-four clients received services in this program. Length of stay is generally three to twelve weeks. Evaluation is provided by multiple disciplines. A treatment plan is developed and clients receive active treatment in therapy and programming. The goal of the program is to facilitate positive change in areas to improve health and functioning. A number of clients are admitted each year requiring post-surgery rehabilitation. Requests for admission to address wheelchair-seating system issues have remained a vital part of this program. With all admissions, training and follow-up services are provided. As a part of discharge planning for certain individuals, hands-on training, active treatment videos, as well as follow-along services were offered to therapists, school personnel, case managers, caregivers, and family members.

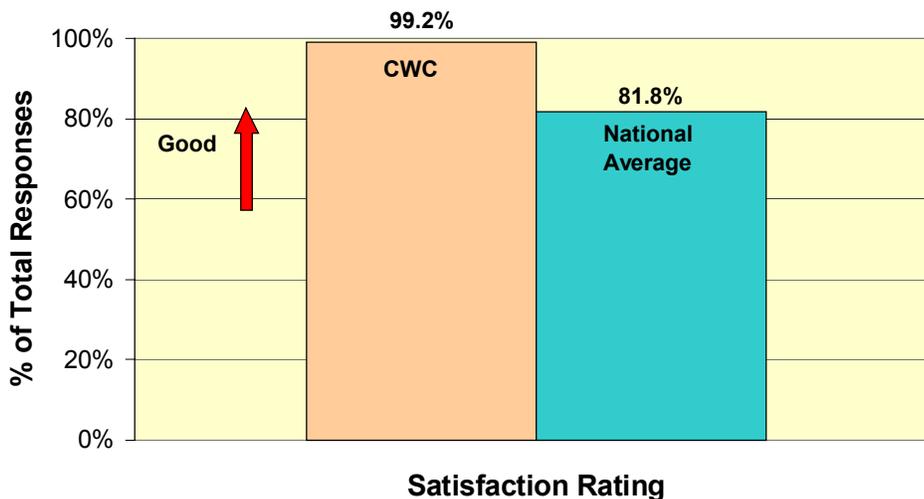
### **Satisfaction Survey**

During the past fiscal year a follow-up questionnaire was sent to families and guardians, as well as the counties that utilized the short-term admission programs. The purpose of this survey was to determine the level of satisfaction regarding services received, and to learn how the program might be improved. Sixty-five surveys were returned and indicated a very high degree of satisfaction with short-term care services. Families and guardians remain supportive of the services offered and they are appreciative of the information provided by the treatment team.

**TABLE IX**  
Satisfaction Survey Results

<b>1999-2003 Short-Term Parent/Guardian Satisfaction Questionnaire Measured Yearly (includes 2003 data)</b>		
<b>Questions</b>	<b>% Satisfied</b>	<b>% Dissatisfied</b>
Pre-admission/ Admission Process	97.5	2.5
Personalized Planning	100	0
Physical and Emotional Needs	100	0
Staff were Responsive and Professional	98.7	1.3
Admission Goals Met	100	0
Acquiring New/Useful Information	100	0

**Parent/Guardian Satisfaction Survey: Overall, are you satisfied with the services and supports your family member currently receives?**



## TABLE X

### ADMISSION CASE STATISTICS

NEW CLIENTS .....	28
PHYSICAL ASSESSMENT ADMISSIONS .....	147
EVALUATION AND TREATMENT ADMISSIONS .....	24
CARE AND TREATMENT ADMISSIONS .....	0
ALTERNATE PLANNING.....	26
PARENT/AGENCY TRAINING .....	80
STAFFINGS .....	97
SCREENINGS .....	41

## Contracted Day Service Programs

### PROGRAM HIGHLIGHTS

Off-campus day service programs are provided for sixty-two individuals through contracts with four different providers who utilize five different work sites. The current providers/sites and the number of individuals enrolled as of June 30, 2004 were as follows:

- Focuscorp Inc. - 30
- Successful Work Options – 24
- Madison Area Rehabilitation Center East – 4
- Madison Area Rehabilitation Center West – 3
- Pathways to Independence – 1

Individuals served in these programs receive a six-hour program day, for 245 days each year. Transportation is provided by the agency that contracted to provide the day program services.

Inclusion in the off-grounds programs occurs via referrals from the individual's interdisciplinary team (IDT). The IDT identifies two agencies they feel would be appropriate settings for the individual. The two agencies then conduct an assessment and submit an individualized service proposal. The unit team then selects the proposal that will best meet the needs of the individual.

In recent years a two-tier payment system has been implemented in order to increase the number of participants who have medical/nursing needs or specialized staffing needs due to problem behaviors. Currently a higher daily rate is paid for ten individuals with challenging behaviors, and nine individuals that require the presence of a RN at the site. The individualized service plans that are developed are monitored by a case manager at the contracted agency site and also by the individual's QMRP at Central Wisconsin Center.

## **Developmental Evaluation Clinic (DEC)**

### **PROGRAM HIGHLIGHTS**

The Developmental Evaluation Clinic (DEC) provides a clinical inpatient evaluation program, and consultation and training services to clients statewide.

Requests for five-day DEC evaluations have increased. For the past several years, evaluations have been limited to two per month. There has also been an increase in requests for evaluation and consultative services for clients with Down syndrome and issues of aging.

The DEC Coordinator provides all case management and coordination of evaluations, staffings, and follow-up services. Evaluations, which are accomplished by CWC staff, most frequently include medical, genetic, dietary, education, psychological, psychiatric, occupational therapy, physical therapy, audiology, and communication assessments. Consistency of staff involved has been attained in most services. Staff physicians and medical residents from the University of Wisconsin Hospital-Rehabilitation Medicine Clinic have become an integrated part of the program.

A total of sixteen clients received comprehensive evaluations during ten, five-day evaluation periods. Many of the clients evaluated required extensive care and supervision due to medical concerns, challenging behaviors, and issues of dementia.

Requests for evaluation and consultation services for clients with Down syndrome and issues of aging, particularly diagnosis of Alzheimer disease have increased. To foster community understanding of these issues, materials and a training packet were revised and expanded. Workshops were provided at Central Center and in communities throughout the state. The Wisconsin Alzheimer Association has listed the DEC program as its contact for assistance for people with developmental disabilities and Alzheimer disease.

The DEC used a follow-up questionnaire for parents/guardians and for community agencies as a means of assessing satisfaction with the DEC Program. Results of this survey have been overwhelmingly positive, with comments reflecting appreciation of the professionalism of the evaluation team, compassion shown to the clients, and thoroughness of the staffing and written reports.

## **Outpatient Dental Clinic**

### **PROGRAM HIGHLIGHTS**

The Dental Outpatient Clinic provides dental care and treatment to people with developmental disabilities who reside in the community. Clients are people who formerly lived at Central Wisconsin Center, as well as Northern or Southern Wisconsin Center. The number of people seeking dental care is growing constantly.

Outpatient clients are usually seen every six months. Treatments include exams, cleaning and prophylaxis, x-rays, restorations, and extractions. There were over 125 outpatient appointments during the year.

Billing is submitted to Medical Assistance, through Electronic Data Systems, for all dental treatment. This fiscal year, the clinic has generated over \$4000 in reimbursements.

## **Short-Term Assessment Program**

### **PROGRAM HIGHLIGHTS**

Central Wisconsin Center's Short-Term Assessment Program completed 18 months of service on 6/30/2004. The program is located in Stevens Hall East. The goal of the Short-Term Assessment Program is to support individuals with severe disabilities and complex psychiatric/behavioral issues who are currently living in a community setting. During an individual's stay, treatment interventions may be tested but the primary objective is a comprehensive assessment of the individual with treatment recommendations for discharge. The interdisciplinary team works closely with support staff and professional staff in the community with follow-up services available. The recommended length of stay in the Short-Term Assessment Program is 5 to 28 days.

The following service areas provide interdisciplinary assessments:

- Medical/Nursing Services
- Psychiatric Services
- Behavioral/Psychological Services
- Physical Therapy
- Occupational Therapy
- Therapeutic Recreation
- Music Therapy
- Speech Therapy
- Dietary Services
- Education Services
- Adaptive Physical Education
- Vocational Services
- Pharmacy Services
- Other specialized services upon request

During the past year vocational services have been expanded and off-unit day program areas have been added. Closer integration with the Short-Term Care Unit and the Developmental Evaluation Center has also been implemented. Customer satisfaction has been very positive.

Through 6/30/04 a total of 30 individuals have been served in the Short-Term Assessment Program. The average length of stay has been 57 days though a more typical stay has been 14 to 28 days. Additional characteristics of the individuals served through 6/30/04 include:

- Sex: 57% are Males - 43% are Females
- Ages: Age range: 7-23 with an average age of 15.5 years
- MR Level: Profound – 1, Severe – 12, Moderate – 9, Mild – 7, Borderline – 1
- Individuals from twenty different counties have received services

# Short-Term Care Unit

## PROGRAM HIGHLIGHTS

The Short-Term Care Unit-A provides medical and nursing services for people living at Central Center during times of acute illness, recovery from surgery, or during periods in which supportive nursing or other services are needed to meet complex health care needs. Some of the complex health care needs include administration of intravenous fluids and intravenous antibiotic therapy, administration of supplemental pain medication, and administration of supplemental oxygen and respiratory monitoring. There were 87 admissions to the Short-Term Care Unit -A during the past year.

The goal of the Short-Term Care Unit-B is to support the person with disabilities living in a community setting. The multi-disciplinary team of the Short-Term Care Unit provides diagnostic, evaluative, treatment, and planning services for clients who have developmental disabilities and reside in the community. Support for a person with developmental disabilities who resides in the community may also include post-operative care especially following orthopedic surgery.

The Short-Term Care Unit continues to support the specialty clinics held at CWC; 61 individuals were seen at GYN Clinic, 159 individuals were seen at Epilepsy Clinic, 316 appointments at Podiatry Clinic, and 311 appointments at Ophthalmology Clinic. Bone density studies have been done for 162 individuals.

# Transition to Community Living Services

## PROGRAM HIGHLIGHTS

Four individuals moved from Central Wisconsin Center (CWC). All four adults moved to the community with Community Integration Program (CIP 1A) funding. Three adults moved to Adult Family Homes. One adult moved to a Supported Home Living setting.



*Sharon moves to a new home*



Significant transition activity occurred for another 19 people living at Central Center. Those activities included assistance to families to learn about available community resources, reviews of people by county case managers, assessments completed by residential agencies, and active development and planning for a transition.

Contacts were made to eight counties that had a number of people living at Central Center whose cost estimates were below the CIP rate. The purpose of these contacts was to inquire about county intentions regarding transition planning for those under the CIP rate, and to encourage them to consider transition planning. Of the 51 people living at Central Center whose cost estimates were below the CIP rate, 38 had residence in these eight counties. Meetings to discuss possible transition activities were set up with two of these counties, and initial screenings and more in-depth discussions regarding transition planning occurred for seven people.

Nine Community Transition follow-up questionnaires were sent during this fiscal year. Five of the nine surveys or 55 percent were returned. The survey evaluated the level of satisfaction that county and community agencies have with the Center's transition process. The results from the survey indicated a high degree of satisfaction (96 percent) with the transition process and staff cooperation and performance. Comments from the survey included: "The process went very well. We had very positive and active support from CWC staff. CWC was thorough with information and concern. A very good experience". (I am particularly impressed or pleased with the following) "Information received (from) CWC." These questionnaires will continue to be used as a tool to evaluate the effectiveness and efficiency of services and support provided by CWC before, during, and immediately after an individual's move to the community. Work has begun on a revised community transition questionnaire that will focus on how transitions to community living promote quality of life and assure appropriate physical and social environments for those who move.

Parent/Guardian Follow-Up Surveys were sent to guardians for the four people who moved. Three surveys or 75 percent were returned. This survey seeks feedback on the quality of services received by people who have lived at CWC and their families. Eighty-nine percent of responses indicated that the quality of CWC services met or exceeded expectations of parents/guardians.



*Spring Clean-up at CWC*



**Editor**  
**Layout, Proof & Publisher**  
**Printer**

**Jeff Tagliapietra**  
**Ruth Mertens**  
**Teresa Justman**